

**AN EVALUATION OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES
AS AN APPROACH TO ENVIRONMENTAL/ORGANISATIONAL
SUSTAINABILITY: a case**

study of

a private tertiary institution, in Durban South Africa

by

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ABSTRACT

The overall aim of this study is to evaluate the green human resource management practice of green recruitment and selection as an innovative approach to environmental/organisational sustainability and to propose a framework for green human resource management through the lens of green recruitment and selection. The problem to be examined in this study is that the organisation under study conducts an induction and orientation program for newly hired employees but fails to provide instruction regarding their work and responsibilities in terms of environmental and organisational sustainability. In addition, the organisational management is equally not providing any awareness programs about the green environment, thus leading to the lack of knowledge on green environmental practices such as green recruitment and selection - a significant function of green human resource management that has the potential to leverage environmental and organisational sustainability. Furthermore, it is evident that for recruitment and selection purposes, the company is applying various tests rather than using e-selection or telephone interview/video conferencing, thereby increasing the usage of carbon footprints, high costs, and more time to conduct the recruitment and selection process. The three main objectives of the study were to examine green human resource management practices; describe factors that enable and constrain green human resource management practices such as green recruitment and selection in leveraging organisational sustainability; analyse the effect of the green recruitment and selection of human resource management practices on environmental/organisational sustainability; and propose a framework for the development implementation of green recruitment and selection to enhance organisational sustainability. The research was quantitative, and a pre-coded structured close-ended questionnaire plotted on a five (5) Point Likert Scale was used to administer the instrument to the chosen sample respondents. The questionnaire covered three (3) Sections, each premised on a topic related to the research problem. The target population consisted of two thousand and two hundred ($n=2200$) employees of a private tertiary educational institution in Durban from which three hundred and twenty-four ($n=324$) were selected as the sampling population. This embodied a high response rate for a quantitative study. After the study was completed, the thesis was subjected to anti-plagiarism software turnitin program to test for plagiarism, and this proved useful. The quantitative data were clustered into input and

output variables which were regressed with SPSS version 29.0. descriptive and inferential statistics encompassing factor analysis and structural equation modelling (SEM) were equally used to further explore the data. A relevant test for assessing reliability was recognised in this study. Following these processes, some important findings were as follows: Findings from the study confirmed that green recruitment and selection is a critical component in fostering a sustainable organisational culture. The findings further indicate that effective green recruitment practices not only attract environmentally conscious candidates but also enhance overall organisational awareness and commitment to sustainability. Furthermore, environmental consciousness emerged as a vital element in the organisation's sustainability efforts. The positive relationship between environmental consciousness and both green recruitment and selection and sustainable leadership suggests that fostering an environmentally aware culture within the organisation is crucial. The findings posit that sustainable leadership was found to be significantly influenced by both green recruitment and selection and environmental consciousness. The study demonstrates that leadership plays a pivotal role in driving sustainability initiatives and shaping the organisational culture. It was also revealed that biographical Influences are significant. The study also revealed that demographic factors such as age, tenure, and position within the organisation significantly influence perceptions of the three key dimensions. Younger employees, those with shorter tenure, and those in teaching roles generally had more positive perceptions of the organisation's sustainability practices.

With these findings, a proposed exploratory framework for the private tertiary educational institution will benefit and help in increasing efficiency, cost reduction, eliminating environmental waste, and fostering green behaviour among selected job candidates eventually leading to environmental and organisational sustainability. The study completes with recommendations and areas for further search in this green human resource management an emerging area in the human resource management domain.

DECLARATION

I herewith declare that the thesis submitted for the degree of Doctor Philosophy Management Sciences: Human Resources Management in the Faculty of Management Sciences at the Durban University of Technology is my work and has not been previously submitted to any other institution of higher learning.

Student Number: 21649413

Date: 19 12 2024

DEDICATION

This study is dedicated to my late mother Mrs. Fannie Bangura “Thank you for trusting me, your continual motivation, unrestricted love, and sacrifices helped in starting this journey, therefore, leading to such achievement”. May your humble soul continue to rest in perfect peace. Thank you mummy for shaping and developing me to strive on my own.

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CHAPTER ONE THE BACKGROUND AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Globally the way natural resources are used has changed dramatically since the industrial revolution this has led to resource depletion and environmental degradation which has now required governments to effectively address the global challenge of environmental sustainability. In the past, many conventions and conferences were held to discuss and propose ways to combat environmental degradation. Furthermore, organisational greening and sustainability have now become increasingly important. Therefore, Nhantumbo and Samndong (2015:67), suggest that forests and mineral resources should be properly managed so that future generations can use them. At the same time, the business community must equally contribute to environmental sustainability. In this chapter, the conclusions of the study are summarised. Including the background and objective of the study, problem statements, research objectives, and key questions which are disclosed.

1.2 THE STUDY'S BACKGROUND

The need for environmental protection has become one of the world's major problems, and today's companies recognise this need. Therefore Howard Grenville, Buckle, Hoskins, and George (2014:3), state that environmental protection involves the conservation of natural ecosystems and resources for the future. Accordingly, Ahmad (2015:3), suggests that modern business and management practices have forced industries to adopt management procedures and processes to promote, develop and implement green management practices. Mthembu (2019:8a), states that green human resource management in the 21st century requires flexible, transformative, and ecologically conscious human resource management professionals, especially in South Africa where green human resource management practices such as green recruitment and selection are not well explored or researched.

Mandip (2012:8) emphasizes the significance of green human resource management in organisations and the correlation of human resource management practices with eco-friendly methods thus suggesting that organisations adopting sustainable green lifestyles can increase conservation awareness, resource efficiency, and sustainability. Malik, Cao, Mughal, Kundi Mughal, and Ramaiah (2020:5) stated that the alignment of green human resource management practices such as green

recruitment and selection in organisations can influence the success of organisations in terms of ecological management, thus leveraging sustainability.

1.3 KEY TERM AND DEFINITIONS

The most important and key aspects of this research are presented and clarified below: green human resource management, green recruitment and selection, and organisational and environmental sustainability.

1.3.1. Human Resource Management in a Green Environment

Matching to Opatha, & Hewapathirana, (2019:2), green human resource management refers to activities related to the growth, employment, and viable maintenance of an organisation's workforce greening systems. It is part of human resource management that deals with transforming sustainable workers into green workers to achieve an organisation's conservational goals and consequently make a substantial influence on ecological sustainability. Mampra (2013:56) defines green human resource management as the use of human resource management policies to promote the environment while supporting the maintainable use of resources in business operations and improving employee morale and satisfaction. Green human resource management involves the use of human resource management policies to support the sustainable use of resources within an enterprise and to promote ecological sustainability in general. (Aragon-Correa, Martin-Tapia, and Hurtado-Torres, 2013:56). Thus, Cherian and Jacob (2012:67) argue that green human resource management also includes reducing carbon emissions through reduced paper use, carpooling, co-working, telecommuting/videoconferencing, and interviews. Thus, green human resource management has two basic elements, which can be viewed from the perspective that the use of human resource management is environmentally friendly and contributes to the preservation of intellectual capital. Importantly, statements can be drawn from a variety of sources that clearly define what green human resource management is in many aspects of this definition. In this context and for this study, the following definition of green human resource management by Opatha and Anton Arulrajah (2014:45) stating that green human resource management is concerned with strategies, practices and organisational systems that enable workers to be ecologically conscious for the good of the society and business is employed.

1.3.2 Green Recruitment and Selection

Green recruitment and selection are innovative ways for organisations to capitalise on their position in organisational and environmental sustainability (Pham and Paille, 2019:89). In the application of green recruitment and selection, candidate consciousness is the fundamental facet this includes personal factors such as green cognisance, knowledge, and permission to enable organisations to achieve their goals environmentally. (Tang, Chen, Jiang, Paille, & Jia, 2017:56). Amruta and Geetha (2020:90) aver that nowadays organisations are focusing on virtual employment processes to minimise the eco-friendly impact of employment and emphasise environmental protection in line with the current view of green employment.

1.3.3 Sustainability

Charfeddine and Umlai, (2023:45) assert that sustainability refers to the capacity to uphold or continue a process over an extended period. Within the realms of business and politics, sustainability seeks to avert the exhaustion of natural or material resources, ensuring their availability for the long term.

1.3.4 Environmental Sustainability

Pham and Paillé (2019:90) define environmental sustainability as an interaction with the environment that reduces natural resource depletion or degradation while enabling long-term ecological quality. Furthermore, Purvis, Mao, and Robinson (2019:56) agree that ecological sustainability is a state of equilibrium, resistance, and interconnectedness that allows humans to meet their needs without surpassing the competence of its supportive ecosystems. Thus, providing the services necessary to renew these needs further reduces biodiversity.

1.3.5 Organisational Sustainability

Hahn, Figge, Pinkse, & Preuss (2018:89) state that organisational sustainability represents a different concept that connects organisations working for benefit to the entire social and natural, because companies need to improve the general health of people. Additionally, Amrutha and Geetha (2020:90) contend that having the guidance, aptitude, all-inclusive knowledge, and transformation approaches needed to capitalise on the specific challenges companies face today is now an important part of organisational sustainability.

1.3.6 Economic Sustainability

Economic sustainability is known as three types of sustainability. Gibbes, Hopkins, Diaz, and Jimenez Osornio (2020:56) define it as a resource conservation and innovation approach. Consequently, most economic sustainability initiatives focus on the conservation of industrial, natural, or financial resources. Therefore Winterton, Butt, Jorgensen, and Martin (2019:4), suggest that economic sustainability refers to measures that foster long-term financial growth while limiting adverse consequences for the public sector and community. Therefore, Segerstedt and Abrahamsson (2019:56), state that economic sustainability is concerned with the proper preservation of resources (human and material) to provide long-term sustainable value through the use, optimal recovery, and recycling of these resources.

1.3.7 Social Sustainability

According to Balaman (2019:9), social sustainability denotes the ability to identify and manage the benefits and drawbacks of processes, procedures, organisations, and activities concerning their impact on individuals and public health. Furthermore, Purvis, Mao, and Robinson (2019:56) add that social sustainability includes the natural and communal infrastructure of the world to support human engagement and spaces for people. Missimer, Robert, and Broman (2017:5) argue that social sustainability issues are difficult to quantify but easy to recognise.

1.4 STATEMENT OF THE PROBLEM

With the ongoing trends of globalisation and industrialisation resulting in population growth, there are growing concerns regarding human impact on natural resources, including land, water, minerals, and air. This situation raises serious implications for climate change and environmental degradation. The overexploitation of natural resources has resulted in heightened greenhouse gas emissions, global warming, and deterioration of the ozone layer. Consequently, organisations across all sectors, particularly in education, must incorporate effective organisational management practices alongside innovative workforce strategies, including sustainable recruitment and selection processes.

According to Das and Dash, (2022:3) stated that there is limited data regarding the relationship between GRHM strategies, such as GR&S, and environmental/organisational sustainability in sectors like private higher education across the African continent. In accordance with the preceding statement, the primary issue addressed in this research is that the specific private tertiary institution under study has not effectively utilised resources, such as electricity, water, and paper with the aim of contributing to environmental and organisational sustainability or to reduce the impact of climate change. This inefficiency has had adverse effects on the environment and this lack of awareness regarding the impact of climate change and environmental degradation from a business operations perspective has contributed to the non-mitigation of climate change and environmental degradation. Despite significant progress in green human resource management practices such as green recruitment and selection practices environmental and organisational being an catalyst for environmental and organisational sustainability, there continues to be a gap in comprehending their practical implementation within modern organisations, including the one under analysis. The HR department in the institution under study continues to overlook the significance of GR&S as a catalyst to environmental and organisational sustainability resulting in hesitance to embrace and implement this concept in their everyday operations. This study therefore evaluates the concept of GHRM by measuring GR&S as an innovative approach to environmental/organisational sustainability, followed by a well-known framework for developing, implementing, and promoting green human resource management such as green recruitment and selection using a quantitative research approach.

1.5 THE STUDY'S OBJECTIVES

Research on green human resource management strategies has raised awareness of the need for environmental and organisational sustainability. Despite several studies in this sector, few studies have been conducted on the relevance and importance of green human resource management such as an approach to environmental and organisational sustainability strategies. Therefore, the overall purpose of this study is to evaluate green human resource management practices of green recruitment and selection as an innovative approach to environmental/organisational sustainability and to propose a framework for green human resource management using green recruitment and selection as a lens. It fills the research gap in green human resource

management by looking at green recruitment and selection as a tool for environmental and organisational sustainability.

Guided by the following hypothesis:

- H1: Green Recruitment and Selection has a positive and significant effect on Environmental Consciousness.
- H2: Green Recruitment and Selection has a positive and significant effect on Sustainable Leadership.
- H3: Environmental Consciousness has a positive and significant effect on Sustainable Leadership.

This study in line with above mentioned hypothesis considers the following areas of focus:

- To examine green human resource management practices at a specific private tertiary institution under-study
- To describe factors that enable and constrain green human resource management such as green recruitment and selection in leveraging environmental/organisational sustainability at a specific private tertiary institution under-study
- To analyse the effect of green recruitment and selection of human resource management practices on environmental/organisational sustainability at a specific private tertiary institution under-study
- To propose a framework for the development implementation of green recruitment and selection to enhance environmental/organisational sustainability at a specific private tertiary institution under-study

1.6 QUESTIONS FOR RESEARCH

- What are green human resource management practices?
- What factors enable and constrain green human resource management such as green recruitment and selection in leveraging organisational sustainability?

- What are the effects of green recruitment and selection on organisational sustainability?
- What framework of green selection can be implemented to enhance organisational sustainability?

1.7 SIGNIFICANCE OF THE STUDY

The expected impact of the study is twofold. (i) to contribute to the academic theories, methodologies, and procedural approaches of the ecological practice of human resource management as levers for environmental and organisational sustainability and (ii) to use these concepts for the application of green human resource management in private higher education. The study contributes to the knowledge of developing exploratory green recruitment and selection frameworks related to organisational sustainability. The purpose of this study was to integrate private sector concepts, ecological frameworks, and current practices for human resource management. It also explores current approaches and paradigms to create an integrated strategic framework that can be used for green recruitment and selection in private higher education institutions. Although green human resource management practices such as green recruitment and selection are widely recognised as contributing to environmental and organisational sustainability, Mthembu (2018b) conducted a study to determine whether the use of green human resources management (HRM) practices such as recruitment and selection are applied in private higher educational institution. The qualitative research technique was utilised in the study. Participants included 20 HR managers and senior practitioners from universities. Thematic analysis was used to analyse the collected data. Finding revealed indicate that most HR practitioners consider green projects to be a lower priority for the HR department. Furthermore, the survey results reveal that human resource professionals generally do not possess expertise in environmental issues, and research organisations lack established green policies. Consequently, HR's involvement in green initiatives such as green recruitment and selection within the tertiary institution is the minimal. In line with the preceding assertion the study helps research organisations that are implementing green human resource management strategies that support environmental and organisational sustainability especially green recruitment and selection. To this end, the study proposes a model based on a

series of ideas that motivate green methods for human resource management that leverages environmental/organisational sustainability.

1.8 SCOPE OF THE STUDY

The study is limited to the private tertiary education sector, with an emphasis on the institution under study as a supplier of high-quality education. The focus of this study is on a single private tertiary institution in Durban, South Africa. The study is limited to the company's executives, human resource management department and employees.

1.9 INTRODUCTION TO THE REVIEW OF LITERATURE

A well-planned and implemented literature review was used to clarify the basic concepts related to the research topic underlying South Africa's sustainability effort to achieve the research objectives. The Millennium Development Goals of the United Nations and the Sustainable Development Goals of the European Union were used to assess the concepts of ecology and sustainability. There are growing signs that greening is becoming important and that organisations need to go green. Therefore, the literature review contributed to a better understanding of the importance of green human resource management and the evolution of human resource management. The role of human resource management and governance in an organisation's effort to achieve environmental and organisational sustainability is also emphasised. A literature review revealing various types of green human resource management techniques that focus on organisational greening with green recruitment and selection being considered as a starting point in viewing the correlation between green human recruitment and selection and environmental/organisational sustainability is also averred.

1.9.1 Expected Potential Value of the Study

Environmental degradation and climate change are currently viewed as significant issues of the 21st century that need to be addressed, specifically because there have been immense economic losses from weather and climate-related problems. Human actions have caused worldwide temperatures to rise by about 1.0 °C above pre-industrial levels (UNEP Report,2019:5). Consequently, related to the operational model applied in business ethics organisational corporate social responsibility in sustainable business development considers the environment as important (Ng, Yam

and Aguinis, 2019:45). Thus, attaining environmental and organisational sustainability requires changes in business processes and production and considering the prominence of green human resource management in achieving environmental/organisational sustainability, this study provides information to help readers and human resource managers make decisions about environmental and organisational sustainability.

1.9.2 The Potential Value from a Private Higher Education Academic Point of View

According to Mthembu (2018b), businesses are increasingly becoming aware of the depletion of resources and the escalating threats to the environment. Therefore, initiatives aimed at promoting sustainability within enterprises can play a significant role in creating shared value and establishing a competitive advantage. By integrating various elements of green human resource management, organisations can achieve a synergistic effect that advances both environmental and organisational sustainability. On the other hand, the lack of inter-departmental professional integration can lead to friction, which can lead to unethical behaviour, criticism, and conflict. Bestowing to previous statements. This study illustrates how organisations, including private higher education institutions, can effectively adopt organisational and environmental sustainability policies and practices as advocated by government and international environmental agencies. Consequently, this research serves as an academic resource for both current and prospective private academic researchers and business decision-makers to ensure compliance with environmental regulations, ultimately fostering shared value in environmental and organisational sustainability

1.10 DESIGN AND METHODOLOGY OF RESEARCH

Research methodology according to Leavy (2017:3) refers to methods or tactics used to collect, select, process, and analyse data about a subject. Babbie (2016:89) also argues that research engineering is the path researchers must take to conduct research. It shows how researchers formulate problems and objectives and draw conclusions based on the data they collect during the study period. This section describes the research design and methodology phase of the study. It covers the target group, data collection methods, questionnaire design, sample selection, and data analysis.

1.10.1 Collecting Secondary Data

Neuman (2019:45) believes that secondary data is collected for other purposes but is information relevant to research needs. In addition, Collis and Hussey (2018:67), secondary data is collected by people other than researchers. Therefore, Cohen, Manion, and Morrison (2018:67) state that secondary data sources provide valuable statements and assessments based on primary sources can elaborate on important sources and are often used in the promotion of specific works or viewpoints. Additional data have the advantage of generating new insights and interpretations from previous studies. Permitting to Walliman (2017:4), re-analysing past data can produce new insights and surprising insights, as well as new and applicable conclusions.

1.10.2 Collecting Primary Data

Kulkarni and Shivananda (2019:78) assert that primary data is study information obtained directly from first-hand experience. It refers to the data obtained by a researcher as part of a study project. A direct method that is suited to a certain set of objectives is primary data. As a result, Demombynes and Sandefur (2014:56) posit that gathering primary data is a time-consuming task that yields useful first-hand information in a variety of business contexts.

1.10.3 Research Methodology

Research is concerned with the way of analysing problems whose answers can be found partially or totally from facts, (Pandey & Pandey,2015:9). Furthermore, Leavy, (2017:9) affirmed that research is a scientific endeavour in which logical and systematic techniques are used to determine novel realities, verify, and examine old facts by investigating inter-relationships, and casual clarifications resultant from within an appropriate hypothetical border of reference. Therefore, Blaikie (2016:4) expands on the prior statement by adding that research might be quantitative or qualitative.

Conferring to Bryman and Bell (2016:3), quantitative research is utilised to compute a research problem by producing statistical data that can be converted into usable statistics. It is used to quantify approaches, values, and activities, which allows for results to be generalised to a larger population. On the other hand, qualitative research is mostly exploratory and effective in revealing underlying reasons, attitudes, and motivations (Neuman,2019:8). To achieve the study's goals, the researcher used a

quantitative strategy, which emphasizes the importance of employing measurements, and statistical or geometric analysis of data gathered through surveys and questionnaires (Creswell and Plano Clark, 2018:6). During the application of the quantitative approach, the researcher determined that a large representative of the population will require a quantitative, numeric approach (questionnaires) to evaluate green human resource management practices such as green recruitment and selection as an approach to environmental and organisational sustainability. Quantitative research was regarded as necessary since it provides insight into a research issue and aids in the formulation of concepts or hypotheses for quantitative research effectiveness. A quantitative technique, permitting to Babbie (2016:34), is regarded to produce more empirical evidence than other study methodologies. Pandey, Margam, & Singh, (2023:8) state that quantitative methods primarily focus on identifying patterns and medians, predicting results, testing causal relationships, and simplifying results to a broader group or population. In contrast, qualitative research involves collection and scrutinising non-numerical data.

1.10.4 Target Population

In social science research, the target population refers to the comprehensive set of portions for which survey data is used to conclude a study. (Creswell & Plano Clark, 2018:6). As a result, the target population determines the groups to which the survey's findings should be applied. As a result, Leavy (2017:34) asserts that in the context of research methodology, the target population refers to the complete group of individuals from which a sample may be drawn. The study's target population is ($n=2200$) employees of a Durban-based private higher education institution. Permitting to Neuman (2019:36), the target population in quantitative studies is just too large to account for the likely outcomes. As a result, isolating a sample from which important generalisations about the full population can be formed is necessary. Founded on the ongoing assertion ($n=324$) employees from the same private tertiary institution made up the sampling population. The sampling population was chosen because it was deemed to be suitable for answering the research questions.

1.10.5 Techniques of Sampling

Leavy (2017:3) asserts that sampling is concerned with the extent to which findings in a research process may be generalised to a larger population. Furthermore, sampling

is the process of selecting part of a group to represent the population to obtain information about a phenomenon of interest, (Polit & Beck 2018:67). There are two sorts of sampling methods: one generates probability samples in which each respondent is likely of selection is assured; the other generates non-probability samples in which each respondent's likelihood of selection is unknown. The other generates non-probability samples, which have an unknown likelihood of being selected. (Creswell and Plano Clark, 2018:45). The simple random sampling method of the probability sampling design was utilised to find participants for this study. This method was considered suitable because the sampling frame was easily obtained from the list. Simple random sampling is most likely to produce a sample that accurately reflects the population because each subject has an equal and independent probability of being selected (Neuman, 2019:34). Cooper and Schindler ((2018:2) validated the acceptability of simple random sampling for a study, claiming that it ensures that each element in the population has an equal and independent chance of being chosen as part of the sample.

1.10.6 Choosing the Sample

The sample design, agreeing to Babbie (2016:102), outlines the approach used to select a sample from the population. The sample for the quantitative research design was chosen using Sekaran and Bougie's (2019:260) developed table to estimate the optimal sample size from a particular demographic. Based on a target population of ($n = 2200$), Sekaran and Bougie (2019:260) recommend a sample size of ($n=327$) however for this study ($n=324$) was received as result 3 spoiled questionnaires were not acknowledged. In line with the sampling population, there were 118 responses from List A (Academic Staff) and 202 respondents from Staff List B in the sample (Administrative personnel).

1.10.7 Method of Data Collection

Following a pilot study, questionnaires were hand-delivered to the selected respondents. Completed surveys were collected on a mutually agreed-upon day after four weeks. At random, ($n=324$) employees of the institution under inquiry were given the questionnaire. The questionnaires were provided and collected by the researcher directly to the respondents.

1.10.8 Questionnaire Design

A pre-validated closed-ended questionnaire was used as a guide. The main part of the questionnaire is divided into sections according to the objective of the study. Permitting to Cooper and Schindler (2018:67), the purpose of the best version is to refine the questionnaire so that respondents do not have difficulty answering the questions. The results of the pre-trial study are used by the researcher to delete and modify some of the questions.

1.10.9 Pilot Test

Bestowing to Babbie (2016:56), a pilot test is a small study used to build a planned project, specifically to test components of the research design and allow for essential changes before the concept is fully committed. For this study, the questionnaire was pre-tested (during the drafting phase) with 5 respondents who were not in the initial demographic of the study to ensure study sustainability and to determine whether changes to the study's data collection techniques and protocols were appropriate. Corresponding to Neuman (2019:56), because of adjustments after the start of fieldwork pilot studies in quantitative studies are more difficult to implement than in qualitative research. Thus, for this study, the pilot study revealed no concerns. Saunders, Lewis, and Thornhill (2018:102) recommend that the research process must be acknowledged as capable of reacting to the study's aims and objectives while also lowering the danger of research bias. This necessitates the prioritisation of two critical features of the research design: validity and dependability. Validity is concerned with how effectively a measure accurately represents the underlying notion that it is supposed to measure, Corresponding to Cooper and Schindler (2018:3). The validity of this study was ensured by rationally supporting each question about the goals and objectives of the investigation. content validity was used to ensure that the complete content of the study topic, including the research aims and objectives, is covered. Reliability, on the other hand, is concerned with the consistency of study measurement, or the amount to which an instrument measures the same way every time it is used under the same conditions with the same people. For this study, reliability was determined using internal consistency reliability, which is a measure of consistency between different items of the same construct. According to Taber (2018), Cronbach's alpha is a dependability coefficient developed by Lee Cronbach in 1951.

This statistical measure is frequently referenced by researchers to demonstrate the adequacy of the tests and measures employed in their studies.

1.10.10 Data Interpretation

A descriptive analysis was used to recapitulate and present data in an evocative way, and inferential statistics were used to further explore the data. The data collected from the responses were analysed using SPSS version 29.0. The results were presented using applicable statistical measures encompassing factor analysis and structural equation modelling (SEM) technique. Inferential techniques which include the use of correlations and chi-square test values, were also used including the p-values. The traditional approach to reporting a result requires a statement of statistical significance. Therefore, a p-value was generated from a test statistic. A significant result is indicated with $p < 0.05$. Following standard reporting practices, a statement of statistical significance was included. A p-value is derived from a test statistic, with significant results denoted as " $p < 0.05$ ". The sample's eligibility for statistical analysis was determined using the Kaiser-Meyer-Olkin (KMO) method. In addition, the data's suitability for advanced statistical techniques was determined using Bartlett's sphericity test.

1.10.11 Confidentiality and Ethical Considerations

Permitting to Bryman and Bell (2016:3), there are several important ethical concerns to keep in mind when doing research. These are but are not limited to participating willingly and having the option to withdraw from the process in part or entirely; consensus and avoiding the possibility of deception among participants; maintaining the confidentiality and anonymity of data provided by people or identifiable participants; and objectivity in research and demeanour. Finally, after assessing the research proposal and the linked questionnaire and approving it with a reference number, the Durban University of Technology's Institutional Research Ethics Committee (IREC) (Annexure D) provided Informed Consent.

1.11 THE CHAPTERS' STRUCTURE

The research is summarised in the first chapter. It clarifies previous green recruitment and selection research issues, as well as the limitations of previous green recruitment

and selection studies. The scope and background of the investigation were both presented in equal measure. This chapter also offers a synopsis of the research problem as well as a description of the study's important aspects (research aims and objectives).

The second chapter examines and summarizes the current research on green human resource management. The most recent findings and major points of view in this field are also discussed. The evolution of the green human resource concept, specifically green recruiting, and selection is also discussed in this chapter. This chapter explores and discusses the environment and organisational sustainability in South Africa, as well as the role of the human resource management division and private higher educational institutions in greening and environmental management.

The third chapter digs into the introduction and conceptualising of sustainability and in Chapter four, the research design and methodology used in this study are addressed. The process is described and explained from the study methodologies used (quantitative) to data collection methods (questionnaire), sampling approach applied (simple random sampling), data analysis methods, and system analysis methods (SPSS). Also examined and provided are the statistical tests that were used. The methods used to ensure the data's validity and reliability, as well as how ethical considerations were considered and addressed, were also discussed.

The data is examined, and the findings are discussed in the fifth chapter. The quantitative data-gathering methods allowed for the clustering of input and output variables, which were subsequently regressed using SPSS Version 26. Inferential statistics were employed to further analyse the data after a descriptive analysis enabled the recapitulation and presentation of data nostalgically. The Kaiser-Meyer-Olkin (KMO) technique was used to determine the sample's adequacy for statistical analysis. The sphericity test by Bartlett assesses if the data is acceptable for advanced statistical methods. The data collected from the responses was analysed using SPSS version 29.0. The results include descriptive statistics presented through graphs, cross-tabulations, and other figures for the quantitative data collected. Inferential techniques employed consist of correlation analyses and chi-square test values, which were interpreted using p-values. According to traditional reporting standards, it is necessary to include a statement of statistical significance. A p-value is derived from

the test statistic, with significant results indicated " $p < 0.05$ ". Environmental aspects such as environmental reporting duties and responsibilities; identification and influence of candidates with environmental-related experience; and environmental-centred testing and questioning techniques that allow managers to categorise candidates who fit environment-centred jobs are among the job analysis procedure's recommendations. Such methods confirm that the chosen candidates should have personality and attitude characteristics that reduce waste, demonstrate innovation and inventive ideas regarding the environment, and be aware of the organisation's sustainability. Top management should provide appropriate training to employees to develop environmental skills and awareness, conferring to the findings of the analysis, and the concept of ecologically specific servant leadership as a guide was affirmed. The influence of green human resource management methods suggests that organisations should use green human resource management strategies because they demonstrate a strong corporate social agenda and environmental value, making the firm more "appealing" to employees. The combination of green human resource management and the scope of the organisation in pursuing successful environmental integrity and social equity for the private tertiary higher educational institute was equally suggesting that the combination of green human resource management and the scope of the organisation in pursuing successful eco-friendly integrity and social equity for the private tertiary higher educational institute was equally suggesting that the combination of green human resource management will result in the potential of integrating ecological and organisational sustainability with the scope of the organisation in employee conservational training and development, as well as sustainable ecological development and organisational sustainability development, were all advocated. The proposed exploratory framework will allow a private tertiary higher educational institution's management to make decisions about how to invest in and/or foster green human resource management and behaviours using green human resource management indicators, particularly concerning green recruitment and selection. The sixth chapter is bestowed on the conclusion and recommendation of the study.

1.12 CONCLUSION

This chapter included background information as well as an outline of the research subject, which involves analysing green human resource management as an

innovative approach to organisational and environmental sustainability. The study's context, the problem statement and its relevance, the investigation's scope, the scope delimitation, and the study's motive were all discussed. There was also a quick rundown of environmental issues and sustainability. The next chapter reviews and discusses the literature on green recruiting and selection.

CHAPTER TWO

AN EXAMINATION OF GREEN HUMAN RESOURCE MANAGEMENT AND THE CLARIFICATION OF CONCEPTS UNDERSTUDY AND A BACKGROUND TO SUSTAINABILITY.

2.1 INTRODUCTION

This chapter aims to review the literature, clarify the key concepts covered and provide a context for sustainability in South Africa. For this study, the concepts of environment and sustainability were reviewed through the lens of the Millennium Development Goals of the United Nations and the Sustainable Development Goals of the European Union. This chapter details the importance of going green and the need for organisations to go green. The importance and development of green human resource management is discussed in this chapter as well as the role and governance of organisational human resource management in making organisations ecologically and organisationally sustainable. Furthermore, this study proposes a variety of ecological initiatives and green human resource management practices, thus highlighting the role of green recruitment and selection as an approached to environmental and organisational sustainability which is the starting point for this study.

2.2 OVERVIEW OF GREEN HUMAN RESOURCE MANAGEMENT

Bestowing to Mwita and Kinemo (2018:3) many international organisations, municipalities and individual organisations have been concerned with environmental protection over the 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 around the world. 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. Chaudhary (2020:67) asserts that there is very little information or research related to green research and development in South Africa and even on the African continent. Most green research is conducted in developing countries such as Tanzania, Bangladesh, Ghana, Korea, India, Pakistan, Nigeria, and Kenya.

The following sections highlight some of the green research that has been undertaken in various countries. Relevant literature related to this study can be viewed in this section.

2.2.1 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:

2.2.1.1 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 and Sivasubramanian (2016:4), cited by Mwitwa and Kinemo (2018:34), 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 Auranzeb and Bhutto (2016:89), 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 and bestowing to a study by Cheema and Javed (2019:89) examining the effect of corporate social responsibility on green human

resource management it was infer 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.

2.2.1.2 Bangladesh

In studying green recruitment and selection in the Bangladesh banking industry, Islam (2020:56) asserts that green recruitment and selection process is aligned with the environmental facet of corporate social responsibility and 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, (2022:67) 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 (2018:4) noted that green recruitment and selection practices have helped improve the economic performance of the public sector in Tanzania.”

2.2.1.3 Ghana

Among human resource management functions, employee recruitment and selection are one of the most important especially due to ability to change organisational culture (Guerci, Montanari, Scapolan and Epifanio, 2016: 45). Adjei-Bamfo, Bempong, Osei and Kusi-Sarpong (2010:45) 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 slated goals. From this perspective, these results reinforced the view of Rasli, Norhalim, Kowang and Qureshi (2015: 67) 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 organisation can leveraged the evaluation and selection of employees based on green criteria. Sandi, Sabarno, Aulia, Amareta, and Munawar, (2021:78) 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.

2.2.1.4 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, (2016:56) assert that to attract and select employees who have interest in the environment organisations should place emphasis on their reputation as environmentally responsive. Therefore Anton Arulrajah, Opatha, and Nawaratne, (2016:67) affirmed that o 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 (2017:78) affirmed by Tulsi and Ji's (2020:56) recommends green human resource management with special emphasis on green recruitment and selection and proposes 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, & Navaratne, (2016:12) 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 are dedicated to green initiatives should be prioritised.

2.2.1.5 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, (2019:34) 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 the information technology is a war of talent. Therefore, in gaining competitive advantage organisation 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 is conducive in choosing the right candidates. This finding supports Ajadi, Adewumi, and Ntshangase (2022:23) 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, 2017:89).

2.2.1.6 Pakistan

Cheema, and Javed (2019: 67) studied the application of green human resource practices such as green recruitment and selection in small and medium-sized enterprises (SMEs) in Pakistan. A 5-point Likert scale questionnaire was administered to 140 employees of 42 (SMEs), resulting in 132 usable responses. Findings revealed that green human resource management practices, such as green recruitment and selection, are predisposed by various factors (age, experience, and gender). All these aspects affect the extent to which employees accede to green human resource management practices such as green recruitment and selection. Most of the results suggested a strong correlation between green recruitment and selection and employee productivity. Findings correspond to Chams and Garca-Blandon (2019:90), 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.

2.2.1.7 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, (2022:1) assessing the link between green recruitment and selection to corporate sustainability in the Nigerian oil and gas industry. Results support the conclusion of Zaid, Jaaron, and Bon, (2018:2) assert that green workforce supervision and green supply chain management approaches have a positive effect on long-term performance of organisation especially when merge together. The results further showed that green human resource management practices combined with green supply chain have a lead influence on long-term performance.

2.2.1.8 Kenya

Organisational sustainability can be achieved by balancing environmentally friendly management, stakeholder protection, and affordability (Yusmani, Mehranm Daisy and Azlan 2020:4). Green recruitment and selection as a method of recognising experienced candidates for a job position through online commercials to reduce environmentally harmful actions (Islam,2020:3). Green recruitment and selection which is a fundamental part of green human resource management key role in the application green initiatives in 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, (2022:12), use the regression model to collect data on the outcome of the study implying that green recruitment and selection influence the sustainability of a selected tea factory. Therefore, management should encourage the exceeding procedures. These outcomes reinforce previous research by Hadjri, Perizade, Zunaidah, and Farla (2019:8), who discovered a reassuring statistical correlation between green workforce management and corporate sustainability.

2.2.2 Developed Countries

2.2.2.1 France

In a study conducted by Pham and Paille (2019:78), the position of green recruitment and selection was shown to be generally documented as a significant attribute of green workforce management. Furthermore, Pham, Hoang, & Phan, (2019:45) indicate that organisations that adopt green recruitment and selection practices can attract employees who are committed to environmental protection.

2.2.2.2 Italy

In a study by Guercia, Longoni and Luzzini (2016: 56), three sets of green practices of human resource management were specifically implemented: green recruitment, training/development, performance management and compensation) and their effects on performance ecological were compared. The results indicate that green human resource has a constructive influence on organisations that make progress in environmental performance. This result is consistent with Chaudhary (2019: 45), who asserts that green recruitment and selection allows job descriptions and job advertisements to reflect an organisation's green commitment, allowing potential candidates to express their compliance when assessing an organisation's green culture. In 2016, Guercia, Montanari, Scapolan and Epifanio (2016:3) led a study of the websites of seven Italian companies using the perspective of Italian university graduates as respondents. This study assesses two questions detailed in the literature related to green recruitment and selection, namely (1) the differential and direct impact of green recruitment practices on candidate attractiveness, and (2) the joint effects of recruitment green and non-green on the attractiveness of candidates. Influence. attraction. The results show consistent confirmation of green practices recruitment and selection, but do not support a predicted correlation between green information measures and candidate attractiveness.

2.3 NEED FOR GREEN HUMAN RESOURCES MANAGEMENT

Globally, there is consensus on the need for environmental stewardship. These actions are implemented due to the detrimental effects of various toxins, including industrialized wastes, which are a major cause of the depletion and rapid decline of natural resources. Husaini and Jusoh (2017:4) state that during the inaugural United Nations Conference on the Human Environment, which took place in Stockholm in June 1972, the Magna Carta of the Human Environment was established. This document asserts that the protection and improvement of the human environment for both current and future generations is a paramount objective. As referenced by Mousa and Othman (2020:56), this study place emphasizes green human resource management, with a particular focus on green recruitment and selection, and green human resource management strategies aimed at enhancing employee awareness

and commitment to sustainability. Generally, an organisation's human resource management department plays a significant role in initiating the environmental responsibility of its mission and vision statements. Therefore, green human resource management emphasizes the environmental performance of a company's employees, encouraging them to adopt sustainable consumption patterns in their personal lives (Opatha and Hewapathirana, 2019:5).

Ahmad (2015:9) recommends an eco-management approach which asserts that being green human resource management is a manifesto that contributes to the creation of a green workforce, identifying the values associated with a green culture in organisation. Green initiatives can thus support green objectives in human resource management processes such as recruitment, hiring and training, compensation, development, and enhancement of a company's human capital. (Maimako and Bambale, 2016:12).

Husaini and Jusoh (2017:45) provide an overview of human resource management noting that recruitment and selection processes, compensation, performance management systems and employee engagement, as well as training and development, are critical to success. As such, it has been argued that the human resource function plays a key role in helping companies implement organisational changes that contribute significantly to strategic issues and environmental conservation.

It is essential to acknowledge that the intersection of sustainability, the ecological environment, and human considerations represents a rapidly evolving field that has not yet been fully explored in the existing literature (Charfeddine and Umlai, 2023:45). Amrutha and Geetha (2020:56) state that human factors such as personnel, training and development, as well as employee motivation and rewards, play a crucial role in enhancing the implementation of green human resource management principles. Therefore, a coordinated green human resource management function is crucial for organisations to achieve good green communication and performance from their employees (Opatha and Anton Arulrajah, 2014:107).

2.4 CONCEPTUALISING GREEN HUMAN RESOURCE MANAGEMENT

There has been much discussion about sustainability and green human resource management. Thus, Ahmad (2015:56) states that in recent years organisations have

been obliged to adopt eco-friendly business practices that contribute to sustainability. Therefore, this study evaluates the human resource management practice of green recruitment and selection as a long-term sustainability strategy, converging on the connection between green recruitment/selection and environmental/organisational sustainability. Many researchers and ecologists have documented the connection between environmental and organisational sustainability and green human resource management practices. According to Carollo and Guerri (2018:7), aligning key job roles and descriptions with ecological and organisational sustainability enables an organization to incorporate green strategies into its daily operations. This approach not only reduces waste but also raises employee awareness regarding the promotion of ecological sustainability. The study indicates that collaboration among stakeholders is essential for businesses to attain both organizational and environmental sustainability. Al-Zawahreh, Khasawneh, and Al-Jaradat (2019:93) acknowledged that awareness of environmental issues, along with employee attitudes and behaviours, significantly contributes to pro-environmental activities. However, they also noted that the necessity for such awareness may present challenges that hinder the development of pro-environmental attitudes and behaviours, ultimately affecting both environmental and organizational sustainability. Furthermore, Si, Jiang, and Meng (2022:67) offered valuable insights into the relationship between environmental awareness and a high level of consciousness regarding environmental and organisational sustainability within organisations. They assert that environmental knowledge significantly contributes to fostering pro-environmental attitudes and behaviours. Additionally, it aids employees in aligning their priorities with both the organisation's effectiveness and its environmental values, which is further informed by prior research on the various types of sustainability and their association with green human resource management practices. Mtembu (2018:34b) suggests that human resources alone cannot sustainably cover a wide range of issues. For this study, the focus is on the role of green human resource management within the confines of green recruitment and selection, as well as how companies apply policies, processes, systems, and activities to achieve organisational and environmental sustainability.

2.5 EVOLUTION OF GREEN HUMAN RESOURCE MANAGEMENT

Green human resource management is a manifesto that helps build a green workforce that values green culture within an organisation (Masri, and Jaaron, 2017:56).

Brown, Dehejia, and Robertson (2018:90) argue that early factory workers suffered from strict minimum wage conditions. Therefore, governments around the world introduced legal principles to protect workers. This led to the evolution of the human resource function agreeing with business owners. Shahriari, Hasanpour, Navebrahim, and Jafarinia (2019:45) suggest that there were changes in the economy during the Industrial Revolution and that people became aware of modernisation. It defines a new way of industrial design focused on workers' wages and welfare. During this period, companies adopt a new concept of using automated web-based human resource systems to increase their workforce. Thus, Mandip (2012:23) states that as the industry grew, a significant event of the Industrial Revolution took place, particularly the development of trade unions. To manage their work and workplace issues and salaries, organisations created a separate function called the human resource management department. Ahmad (2015:56) also states that in the 1980s new assumptions and approaches for change management, motivation, and team building were employed. Therefore, the main task of the personnel department was to protect employee welfare and organisational interests today's scenario, the human resource department focuses on accomplishing organisational human resource interests and focuses on recruiting the right staff, training and developing human resources, and performance management. Rendering to the discussion on the evolution of human resource management, one of the most important aspects of managing people in recent years is the emergence of green human resource management. Lollo and O'Rourke (2020:67) state that the need to integrate eco-friendly management into human resource management practices is now paramount. Therefore Ahmad (2015:3) aver that ice/snow melts near the north poles and sea levels have risen and there is also a development of natural resources which has also affected flora and fauna, leading to the weakening of forest animals and interruption of food chains and environments. As a result, global environmentalists and business leaders have begun to deliberate environmental problems around the world and propose procedures to mitigate them, an effort known as the green human resource management initiative. Haddock-Millar, Sanyal, and Müller-Camen, (2015:67) conceptualise green human resource management as a set of practices that assures the green behaviour of organisational workforce thus establishing ecologically sensitive resources. Dimitrov (2021:9) state that green human resource management (HRM) is defined as the process of integrating environmentally sustainable practices and policies into human

resource management. This approach aims to benefit individuals, society, communities, and the planet.

2.6 SIGNIFICANCE/IMPORTANCE OF GREEN HUMAN RESOURCE MANAGEMENT

The greening of an organisation includes decreasing the use of carbon imprints by less printing of paper, involving more innovations for representative commitment, preparing, and advancement, and moving towards web-based talking and mailing (Kulshrestha and Srivastava, 2018:45). Tulsi, and Ji, (2020:56) state that the adoption of green human resource management practices has offered organisations competitive advantages thus leading to the rise of green and competitive mantra. Some of the benefits that organisations obtain by the implementation of green human resource management processes such as green recruitment and selection can be viewed through the lens of Nguyen, Huynh Nguyen and Do (2024:45) stating green human resources practices such as green recruitment and selection represents a comprehensive approach that emphasizes the integration of sustainable and environmentally responsible human resource policies and practices. The core principle of green human resource management involves incorporating environmental considerations across various human resource functions. Dumont, Shen, and Deng, (2017:45) state that by aligning practices with sustainability objectives, organisations can create a culture that promotes employee awareness and accountability regarding environmental issues.

Pinzone, Guerri, Lettieri, and Redman, (2016:89) state that customers need to do their part for the climate by trading their cash with organisations that they trust will influence environmental sustainability. Most distinctly, this assumption comes from millennials, who are eco-cognisant customers. This group has been accounted for as extremely able to pay something else for brands that they trust in, like wellbeing/health, supportability, organics, eco-amicability, and other social qualities.

Bestowing to Fawehinmi, Yusliza, Mohamad, Noor Faezah, and Muhammad, (2020:34) green human resource management helps promote environmental awareness contributes positively to a country's economy and supports national initiatives aimed at achieving energy independence. As a result, one of the most significant benefits of advancing environmental sustainability is the enhancement of

an organisation's reputation, portraying it as socially responsible and conscientious in the eyes of its stakeholders.

2.7 HUMAN RESOURCES AND GREEN HUMAN RESOURCES MANAGEMENT

Premised on the human resource management literature one of the key roles of human resource management is concerned with the role of employee advocacy which requires HR professionals to serve the interests of employees and perform other tasks together with stakeholders in the recruitment industry (Mamman, Rees, Bakuwa, Branine, & Kamoche, 2019:67).

Mohammad, Bibi, Karim and Durrani (2020:56) discuss the four roles of green workers:

- (i) **Conservationist:** employees who protect the environment as long as possible are called conservationists. They argue that minimum depletion of natural assets will benefit future generations.
- (ii) **Preservationist:** Workers protecting the natural environment from loss or destruction are considered preservationist. They believe that preserving that environment promotes healthy living.
- (iii) **Creator:** The creation of a park, garden, or place that includes plants, trees, and grass is called a creator. Finally,
- (iv) **Non-polluter:** protect air, atmosphere, and water from pollution. They act as the earth's shield against hazards. Uddin and Islam (2016: 5) state that green human resource management plays a crucial role in promoting environmental sustainability within organisations. It encompasses a variety of activities, including recruitment, training and development, performance evaluation, employee relations, compensation, and incentives. These actions are strategically designed to align organisational objectives with the effective management of human resources, thereby facilitating the achievement of corporate goals while ensuring a commitment to environmental stewardship.

Continuing the discussion on green human resource management, the next phase of this review will provide insight into green human resource management for green recruitment and selection, which is the primary focus of the research.

Table 2. 1: Major Green Initiatives for the Human Resource Department

Green Building	• There is no doubt that multinational organisations around the world are choosing green buildings for their workplaces and offices as an alternative to traditional offices. • Green structures and workplaces that incorporate enhanced features connected with green practices like energy proficiency, sustainable power, and stormwater management are now normal (Ojo-Fafore, Aigbavboa Thwala, and Remaru 2021:78). As indicated by Khoshnava, Rostami, Mohamad Zin, Štreimikienė, Mardani, and Ismail, (2020:78), recent years have seen an unusual surge and use of green buildings by organisations. • Green structures additionally act as a stage for monetary investment funds for organisations as their development and designing include minimal expense.
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	• One of the widely adopted green human resource management practices involves minimising the use of paper in the workplace. (Mtembu,2019:6a)
Paperless Office	• As Muster and Schrader (2011: 56) point out, work in offices is done on paper, and with the induction of (IT) the use of paper has decreased. • Today, e-commerce and learning have changed workplace strategies and systems and moved to a paperless workplace. • A paperless office is a work environment in which the use of paper is limited by converting important authoritative reports and miscellaneous documents into a mechanized workflow. • These practices reduce paper consumption, reduce expenses for paper-related activities including copying, printing, and masking, and save time when reviewing paper reports. (www.bizjournals.com) • Sutrisno and Sunarsi (2019:56) recommend that most organisations send payroll to pay employees and take notes related

	to meetings on telephonic and whiteboards. • Abushammala, Masood, Ghulam, Mao, (2023:5) emphasizes that minimizing paper consumption can help in monitoring traditional natural resources, mitigating pollution, and decreasing waste related to water and energy.
Conservation of Energy	• Energy management in an office can have a significant impact on the environment. (Sunarsi and Erlangga, 2020: 12). • Offices globally have implemented various energy-saving measures to minimize their environmental impact while offering more efficient and sustainable services. Human resources departments in leading organizations have emphasized campaign strategies to promote carpooling and increased utilisation of public transportation. (Si, Jiang, & Meng, 2022:3). • In addition, human resource frameworks, e.g. e-human resources, can help organisational management and employees track their fossil fuel omissions (Dutta, Lawson, and Marcinko 2010:3). The organisations are

	also promoting the widespread use of energy star rated lights and fixtures, which undoubtedly use around 66% less energy than the standard.
Recycling and Waste Disposal	• Based on the green human resource management, recycling and waste treatment involves the process of transforming used materials (waste) into useful new products. • Conferring to Rehgunadhan, Datta, Jaroszewski, Kalarikkal and Thomas (2018:56), recycling reduces the use of unrefined components that are typically used to make new items. As a result, the practice saves energy and reduces the amount of trash thrown away, leading to a cleaner climate and air. • Whitmarsh, Haggard and Thomas (2018:56) argue that as part of green initiatives to support green human resource management such as green recruitment and selection some organisations are implementing take-back programs to increase the volume of recycled products and the amount of waste. Since organisations have embraced the concept of saving

	money while focusing on the environment and sustainability, human resource professionals of all kinds have been tasked with creating corporate recycling programs and monitoring desktop thermostats. (Godfrey and Oelofse, 2017:45). • In the process, many human resources professionals have identified green initiatives as an important aspect of an organisation's inclusive corporate social responsibility. The age-old mantra of the three Rs – reduce, reuse and recycle – is now promoted in the corporate world to protect the environment. Therefore, employee attitudes and awareness need to be strengthened. • Several studies have highlighted the crucial role of employee contributions in the performance of environmentally sustainable production systems. in this regard. Subramanian, Abdulrahman, Wu & Nath, (2016:6) and O'Donohue and Torugsa (2016:68) assert that achieving environmental and organizational sustainability necessitates the cultivation of
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	employees motivated by desirability and the selection of individuals with expertise in environmental matters. Bestowing to the various tools for mobilising organisations to actively address environmental and organisational sustainability issue is green recruitment and selection which is increasingly seen as necessary for the successful implementation of a green strategy. (Bombiak and Marciniuk-Kluska, 2018:56).
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Source: Adapted 2022

2.8 ROLE OF HUMAN RESOURCES IN GREENING ORGANISATIONS

Rendering to Wagner (2015: 56), the human resource management function of an organisation helps to facilitate a broad process of building ethics in sustainable and environmental management. Anton Arulrajah, Opata and Navaratne (2016: 90) state that the human resources (HR) function is essential in achieving organisational sustainability therefore their role in formulating and implementing sustainability strategies is critical (Mehta and Chugan, 2015:1). Furthermore, Ying, Ahmad, Mohamed and Padlee (2017:56) argue that emerging the personal skills, collective approaches and organisational capability needed to support a firm's sustainability drive is an important goal of human resources.

Table 2.2: Green Human Resource Management Process

RECRUITMENT (EMPLOYEE ENTRANCE).
- Employee job descriptions that are environmentally friendly (as well as managerial job descriptions that include environmental goals). - Graduates' perceptions of environmentally friendly practices (applicants employ green criteria)

- Green job candidates - green workforce recruitment becomes a part of the interview process - green employer classification.
- Environmental concerns are integrated into the induction process (adaptation).
- Becoming a green employer may result in additional human resource benefits, such as enhanced employee stimulus and/or engagement, reduced labour turnover, and improved personnel health.

PERFORMANCE MANAGEMENT and APPRAISAL

- Incorporating green performance indicators into performance management process. Collaborating green initiatives to all levels of staff via the performance management system, thereby instituting firm-wide acceptance and discussion of environmental issues - managers assign environmental goals, objectives, and tasks to subordinates.
- Managers' roles in getting green outcomes that are contained in the appraisal.
- Developing and incorporating green criteria into evaluations
- Evaluations gauge the number of green occurrences, responsible environmental use, and effective interaction of the environmental policy.
- Penalties for noncompliance with environmental management targets.

TRAINING and DEVELOPMENT

- Provide training in electromagnetism and the processes/materials used in its application.
- Analysis of the educational requirements for emergency medicine personnel
- Incorporating instruction and the development of eco-values into training
- Employee skill development and competency development in environmental management
- Green values/management socialisation.

- Environment management teams comprised green members.
- Provide training to employees on how to conduct a green workplace analysis.
- Rotating jobs to develop future green managers - Integrating training to broaden staff knowledge.
- Safety, energy efficiency, waste management, and recycling training in environment management.
- Data on green courses will be provided by safety representatives.
- Foster the growth of personal green skills.
- Retraining employees who have been laid off from polluting industries.

EMPLOYMENT RELATIONS

- Employee participation in environmentally friendly suggestion methods and problem-solving groups.
- Staff autonomy in creating and investigating with green ideas.
- Integrate employee participation into routine repairs (cleaning).
- A hotline for employees seeking assistance on green issues.
- Adapt the green employee involve programme to meet business/organisational standards.
- Improve supervisory/ conducts in environmental management.
- Unions negotiating agreements for green workplaces.
- Union delegates are trained in environmental management.
- Integration of eco-friendly components into the health and safety process.
- Encouraging employees to use environmentally friendly modes of transportation.
- Establish low-carbon chiefs to accelerate action in Environmental management.

• Establishment of green hotlines for whistle-blowers. • Punishments and/or dismissal for environmental management breaches.
PAY AND REWARD
• Green pay/reward system. • Tailor-made packages to advance green skills acquisition. • Integration of monetary environmental rewards. • The use of environmental management rewards based on perception. • Incorporate negative reinforcement into environmental management. • Incorporate positive reinforcement into environmental management (feedback) • Establish a link between involvement in green initiatives and career advancement.
EXIT
• Work de-briefings in environmental management in discharge cases. • Supervisors to ask if ecological issues are justifications for resignations. more green employer). • Role of exit interviews to gauge awareness of firm greenness. • Whistle-blower explanations for the state of firm greenness. • Legal safety for green whistle-blowers.

Source: Renwick, *et al.* (2013:4). Adapted

In line with the preceding discussion, Renwick, et al. (2013:4) recognise significant impediments to developing a green human resource management approach and provide insight into a green human resource management stating that it extends to

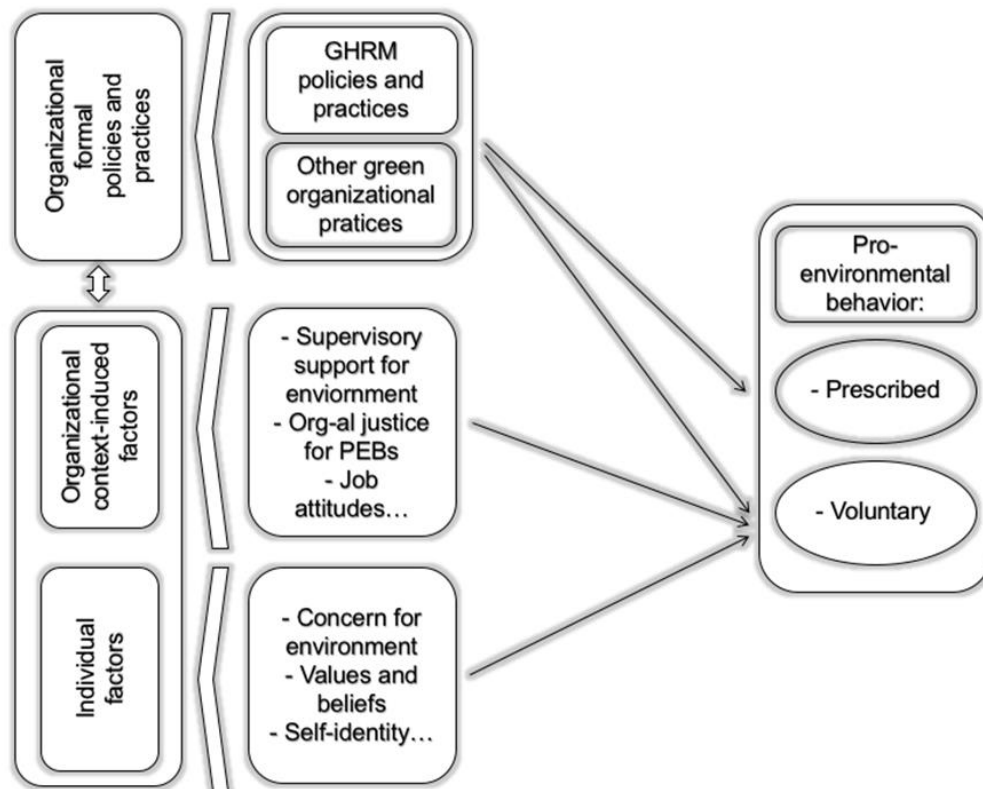
entry-to-exit points in human resource management, thereby enabling the translation of green human resource management policy into practice. In Table 2.8, based on the studies examined in the literature review, an entry-to-exit human resource process for green human resource management is postulated. Along with the possible roles for human resource personnel and unions, the potential for organisations and their members to engage in the following activities related to green human resource management at the workplace is high.

2.9 MANAGEMENT ROLE IN INFLUENCING EMPLOYEE, S PRO-ENVIRONMENT BEHAVIOUR

Management support is critical in ensuring that organisational environmental initiatives are effectively implemented. Bestowing to Pellegrini, Sillani, Gregori and Spada (2019: 56), engagement is the generation of human energy and the activation of the human spirit. Devoid of it, the application of new initiatives is critically vulnerable.

Maimako and Bambale (2016:45) note that a clear organisational commitment to sustainability and sustainability policies is the first and most important step in obtaining management support. The will of the top management appears as the basis for the improvement of the environment. Management decides on the environmental policy to be adopted, and the level of guidance and consultation necessitated (Govindarajulu and Daily, 2014:98). Husaini and Jusoh (2017:56) also argue that management should strive to improve the environment by introducing a formal environmental management system (EMS). An environmental management system (EMS) provides management with a format to better manage the environmental impact of their business (Ahmad, 2015:45). Recent studies have shown that in directly influencing employees' green behaviours, the effective use of green practices and policies by organisational management can help employees adopt environmentally friendly behaviours. (Levine and Strube, 2012:89).

Figure 2.1: MANAGEMENT ROLE IN INFLUENCING EMPLOYEES PRO-ENVIRONMENTAL BEHAVIOUR AT WORK IN LINE WITH GREEN HUMAN RESOURCE MANAGEMENT



Source: Carballo-Penela, Ruzo-Sanmartín, Álvarez-González, and Saifulina, (2022:3) Adapted.

The company's internal policies, rules, and laws affect the environment among employees regarding certain topics that can affect working conditions (Bombiak and Marciniuk-Kluska, 2018:3). Institutional policies and procedures that encourage green behaviour allow management to encourage colleagues to engage in this type of behaviour. Because observational learning is important for the development of specific behaviours, and formal green policies and procedures have been shown to increase employees' willingness to raise environmental concerns, peers' environmentally friendly behaviour inspires other green behaviours among employees. Employee training and environmental training. (Carballo-Penela, Ruzo-Sanmartín, Álvarez-González, and Saifulina, (2022:3) It is also up to organisational leadership to build a

green organisational culture and work environment (Dumont, Shen, and Deng, 2017:3). Employees can be encouraged to voluntarily act in an environmentally friendly manner (Cohen, Taylor, and Muller-Kamen, 2012:9). Recruiting expert green staff and developing induction programs to demonstrate green civic behaviour among current employees can help promote formal greening policies and practices. (Opatha, & Hewapathirana, 2019). Factors related to the context of individuals and organisations can in turn influence the development of formal environmental policies and human resource management practices. For example, employees with a passion for the environment and strong environmental values and attitudes (personal factors) can motivate management to pursue environmental policies (Saifulina, *et al.* 2020:4). Employees can also request trash cans at work, as well as environmental training programs and information seminars. Employee initiatives can lead to the adoption of clear green workplace rules or policies. An important role of the human resources environmental manager is to guide the manager to obtain the full cooperation of the employees in implementing the environmental policy. In other words, human resources must educate their advocates and build a network ready to solve problems and attempt to change the status quo (Mandip, 2012:34). As mentioned above, Zhu, Sarkis, and Lai (2012:56) emphasize the role of strategically good human resource managers in helping organisations achieve social and environmental responsibility goals; reduce negative societal and environmental impacts; and enhance positive impacts (Ryoo & Koo, 2013: 6).

2.10 GREEN HUMAN RESOURCES MANAGEMENT ACTIVITIES

Recently, enterprises have become increasingly concerned with the significance of conservational management and have introduced various environmental management techniques. As the business world goes global, companies facing a transition from conventional monetary structures to a contemporary capability-based economy are ready to explore the green economy aspects of their business. Today, green human resource management is a key objective for firms where human resources plays an active role in creating a green environment culture (Roscoe, Subramanian, Jabbour and Chong, 2019:9). Therefore, Pham, and Paille, (2019:90) argue that green human resource management is a dimension of human resource management that, if properly applied, can have a positive impact on firms' sustainability.

Therefore, the literature review period describes green human resource management in mind human resource management from the perspective of capability, motivation, and opportunity theory (AMO theory), and divides the functions of green human resource management into following functions developing green abilities and practices.

Table 2.3: DEVELOPING GREEN ABILITIES AND PRACTICES

Developing Green Abilities	Practices
Designing and Analysing Green Jobs	• Include and implement various environmental protection responsibilities, requirements, and concerns in every job. • Wherever conceivable, absorb ecological, social, personal, and technical needs into job descriptions and personnel (employment) requirements and put them into practice. • Use job design approaches such as teamwork and cross-functional team building to effectively address organisational environmental challenges. • Integrate environmental considerations into job requirements. • Make environmental capabilities an explicit element in job descriptions. Create and execute new jobs and positions focused on the environmental management department of the organization.
Green Human Resources Planning.	• Forecast the number and type of staff required to carry out the company's eco-friendly management plans, programs and performance (e.g., ISO 14001, Cleaner Production, Responsible Care, etc.).

	• Participate in the development of plans to meet anticipated demand for environmental work (e.g., appointment of consultants/experts to carry out resources or conservational audits).
Green Recruitment and Selection	• State or be transparent about the organisation's environmental operations (past and present) when issuing a position statement. • Become a green employer. • Environmental standards should be contained in recruiting announcements. • Integrating the organisation's environmental policies and strategies into its recruitment policy. • Integrating environmental philosophy into the company's job adverts. • Conferring to the recruitment notice, companies favour the recruitment of candidates who are able and willing to participate in the company's environmental management activities. • As a selection factor, candidates' environmental concerns and interests are considered. • Selecting candidates for job prospects who are adequately knowledgeable about greening.
Green Induction	• Inducing a general green state. • Providing green induction for certain jobs. • Educate new employees on the organisation's green practices and help them engage in interactive green citizenship.

	• Create an onboarding program that demonstrates green and socially responsible behaviours for current employees.
Green Training and Development	• Provide environmentally friendly guidance to organisational actors (workers and managers) to develop the necessary expertise and understanding. • Job rotation is being used to teach future green managers. • Imparting appropriate expertise and skills in greening (imparted to each employee through a training program specifically designed for greening). • Analysing and identifying staff environmental training needs to increase their environmental awareness. • Strict and organised training is provided to each employee to provide them with the information, proficiencies and attitudes necessary for effective environmental management. • Offering the prospect for all employees to receive environmental management training.

Source: Anton Arulrajah, Opatha, and Nawaratne (2016:3). Adapted.

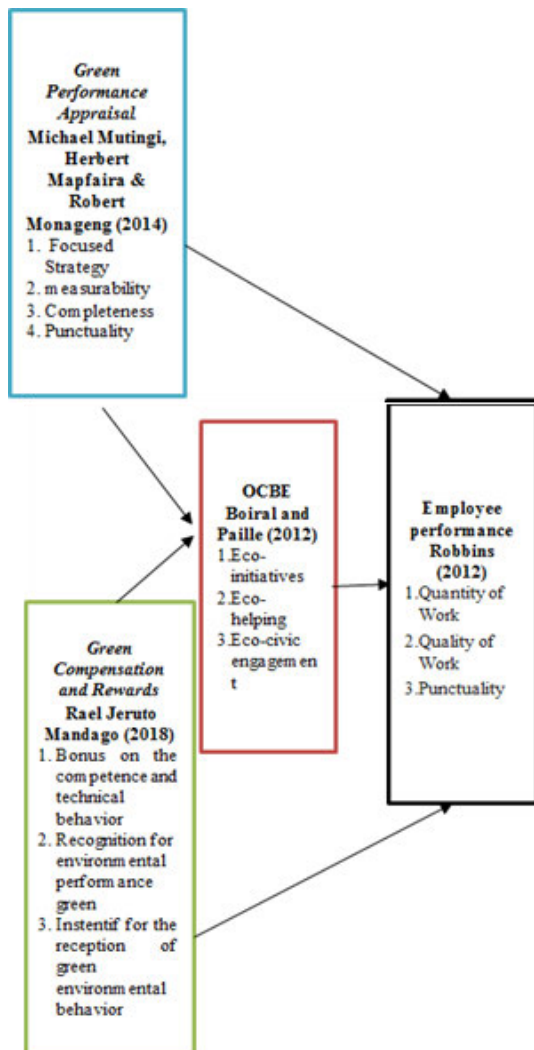
In this part of the study-specific functional human resource management activities that identify with sustainability in terms of business activities and the natural setting at the workplace and the provision of opportunities for future research are offered.

2.10.1 Green Performance Management and Appraisal

Rendering to Brown, O'Kane, McCracken, and Mazumdar, (2017:5) performance management can be understood as a structured approach that involves evaluating and enhancing the utilisation of facilities and resources to align with business objectives, optimize costs, and foster high-quality work. Afsar, Badir, & Kiani (2016:3)

state that green performance management and appraisal involves the establishment of environmental performance indicators and standards to assess the performance of all team members. This includes criteria related to environmental conditions, corporate responsibility, carbon emissions reduction, environmental concerns, and communication policies. Performance evaluation is the most important link in performance management. By measuring consistency, legitimacy and objectivity, effective performance evaluation can offer constructive feedback to employees and confirm permanent enhancement in a company's ecological performance (Mandip,2012:7). Environmental performance management addresses issues that require organisational leadership to be responsible for environmental management performance, in addition to broader performance goals (Renwick, Jabbour, Muller-Camen & Redman, 2015:5). The importance of green performance management and evaluation in organizational greening is illustrated in Figure 2.8 below, which is based on a previous study by (Mutingi, Mapfaira and Monageng 2014: 7).

Figure 2.2: THE SIGNIFICANCE OF GREEN PERFORMANCE MANAGEMENT AND APPRAISAL IN ORGANISATIONAL SETTINGS



Source: Researcher, (2022:5). Adapted

Tang, Chen, Jiang, Paille and Jia (2018:6) believe that the evaluation of green performance management is the most important element of organisational green performance management because it affects the process and the effectiveness of gifts and subsequent payments. Additionally, green offsets and incentives can be used as a tool to support an organisation's green initiatives. Modern companies have implemented reward systems based on reward strategy and management approaches to encourage employees to take environmental action (Nawangarsi and Sutawidjaya,

2019:19). According to Mousa and Othman (2020:4), green compensation and rewards are monetary and non-monetary reward systems devised to attract, retain, and motivate people to contribute to green environmental goals. On the other hand, in the context of organisational citizen behaviour (OCBE), which corresponds to that of Boiral and Paille (2012:4), is described as the social behaviour of individuals that is not explicitly recognised by a formal reward system and helps more individual activities such as the creation of awareness in averting contamination in the workplace, offering solutions to reduce waste, representing organisations at conferences and working with environmental authorities to deploy green technologies are examples of these individual actions. Another important aspect of green performance management and impact assessment concerns employee performance. Therefore Nawangsari, and Sutawijaya, (2021:9) state that green performance management refers to the extent of employee engagement in environmentally sustainable behaviours and the outcomes achieved over a specified timeframe. Accordingly, Pavitra (2017:89) state that green performance measurement evaluates employees' efforts in promoting a sustainable environment, which includes aspects such as analysis, measurement, and actions taken. Consequently, managers should consider employee performance and offer constructive feedback not only during scheduled review periods, but also consistently throughout the year. This approach helps in improving employee awareness, skills, and capabilities. (Aykan, 2017:3).

2.10.2 Green Training and Development

Green training and development are concerned with the building of employee awareness, skills that helps prevents environmental degradation (Zoogah, Peng and Woldu, 2015:12). The concept helps in educating employees on the value of eco-friendly management, predominantly related to the process of promoting energy conservation, waste reduction and environmental awareness within organization (Pallewaththa, Wijesiri and Kumarasinghe, 2018:12).

Renwick, Redman, and Maguire (2013:34) cite Ahmad (2015:3) in a survey of managers on environmental training and education on human resource management of senior managers are the high-level processes that contribute to the achievement of environmental objectives. Consistent with previous statements that employee training and development is one of the most important factors in achieving an organisation's

environmental goals Joshi and Dhar, (2020:3) state that green training and development is a type of training that engages employees in environmental issues in organisations. Bestowing to the study, by Teixeira, Jabbour, de Sousa Jabbour, Latan, De Oliveira, (2018:3) green training and development can help employees achieve their environmental goals by significantly increasing their knowledge, skills, and abilities.

In a study of tourist hotels by Srivastava and Shree (2019:5), green training and development made it easier for employees to engage in socially and environmentally responsible activities, leading to greater engagement. increased number of employees and therefore greener business operations. Rendering to existing discussions, the term "green competence" refers to a person's ability to establish a constructive and productive relationship with the natural environment. Therefore, Cabral and Dhar (2020:4) stated that green competence is a multi-focal structure with six main dimensions: green awareness, green knowledge, green skills, green abilities, green behaviours, and green attitudes, assumed as follows:

Table 2.4: THE ROLE OF GREEN CAPABILITIES

Premised on the below Gull & Idrees (2022:67) investigate green training and organisational efficiency: mediating role of green competencies. The study employed quantitative and cross-sectional methodologies. It focused on an ISO 14001-certified manufacturing organisation to enhance the research quality. Responses were obtained from 235 management-level employees through random sampling. Data analysis was conducted using structural equation modelling to assess the relationships among the variables. The findings indicate that green education for environmental organisations should aim not only at enhancing environmental protection but also at promoting the efficient use of resources. Through green awareness, green knowledge, green competencies, green abilities, green behaviour and green attitude when developed employees can display a competent approach to environmental and organisational sustainability.

Green Awareness	Employees receive training on environmental awareness to understand the negative impact of their operations on the environment. (Alamsyah, Othman, Bakri, Udjaja, & Aryanto, 2021:90).
Green Knowledge	Knowledge and skills derived from green competencies are critical in the development of environmental consciousness, particularly in emerging economies. (Vicente-Molina, Fernandez-Sainz, and Izagirre-Olaizola, 2018:34).
Green Competences	Green proficiencies

	encompass the competencies required to adjust processes, services, and products in response to climate change and associated environmental regulations. These skills include the knowledge, abilities, values, and attitudes essential for fostering, developing, and sustaining a resource-efficient and sustainable society. (Sudin, and Zuliawati,2018:5). • Green skills can be defined as the knowledge, abilities, values, and attitudes necessary to live in, contribute to, and promote a
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	society that minimizes the environmental impact of human activities. (Mishra, 2017:90).
Green Abilities	Employees who undergo green training and development acquire environmentally friendly skills and knowledge, empowering them to address environmental challenges effectively. These competencies promote a greater consideration of social welfare among employees. (Maurer and Bogner, 2020 : 90).
Green Behaviour	This green behaviour

	includes adopting environmentally friendly methods such as reusing, recycling and saving energy. (Ghouri, Mani, Khan, Khan, Srivastava, 2020: 67).
Green Attitude	It is critical to instill a green mindset in personnel so that eco-friendly behaviours can be integrated into business operations. (Gull and Idrees 2022:5).

Source: Gull and Idrees GHRM (2022:3) Adapted

2.10.3 Green Reward and Compensation

Green rewards and compensation are vital people management processes through which employees are stimulated in the improvement of their performance. These practices are some of the most efficient approaches to connect personal welfare with organisational interests. Zaid and Jaaron (2023:78) indicated that incentives in the form of rewards can significantly enhance employees' focus on achieving organizational goals. In the context of environmental awareness, incentives and compensation can be used as potential tools to support an organisation's eco-friendly activities. Following a planned approach to rewards and management, modern

organisations develop reward systems to inspire employees to take environmental initiatives. This claim is supported in study conducted by the Chartered Institute for Development (CIPD) and Klynveld Peat Marwick Goerdeler (KPMG), which estimated that 8% of businesses in the United Kingdom (UK) use various incentives to reward green behaviour. and/or economic incentives (Phillips and Gully, 2015:9).

A review of the literature shows that rewards and compensation can inspire managers to use bookkeeping and other professional methods to attain short-term outcomes (Carollo and Guerri, 2017:89). Although compensation and rewards increase an organisation's green initiatives, they can never completely avoid certain downsides.

2.10.4 Green Employee Relations

Green employee relations refer to the involvement of employees in the organization's environmentally conscious decisions, operations, and processes (Veerasamy, Sammanasu, and Parayitam, 2023:45). Accordingly, Sarkis, Gonzalez-Torre, and Adenso-Diaz (2020:14) believe that employee participation improves the environment by improving the capital layer and reducing waste in the organisation. It will lead to effective and successful environmental innovation because environmental management is not only the responsibility of the management, but also the collaboration of employees on green issues becomes a way of commitment. Sarkis, Gonzalez-Torre, and Adenso-Diaz (2020) argue that employee participation through green employee relation enhances environmental performance by improving resources and reducing waste in the association. Furthermore Aykan (2017:12) asserts that positive employee relations are an imperceptible basis of competitive benefit for any organisation. Thus, employee relations as a green initiative intensifies the probabilities of better ecological management because it associates employee goals, capabilities, and perceptions with green management practices.

2.10.5 Green Recruitment and Selection

As a result, this unsustainable human activity destroys the environment. Thus, Dal Mas and Paoloni (2019:89) argue that having a pro-environmental workforce is key to achieving environmental goals, as employees' pro-environmental attitudes and behaviours determine environmental performance. Furthermore, Zibarras and Coan (2015:45) argue that prospective job candidate recruitment and selection should be constructed on environmentally friendly attitudes. Thus, Raineri and Paille (2016:34)

suggest that green recruitment and selection involves the hiring of candidates who are ecologically sensitive and inclined and commit themselves to eco-friendly performance. Additionally, the concept of green recruitment and selection pertains to the selection and hiring of individuals whose knowledge, abilities, skills, and attitudes align with the organisation's environmental management goals. (Jamil,Zaman, Kayikci, and Khan ,2023:89).

Table 2.5: CONCEPTUAL FRAMEWORK GREEN RECRUITMENT/SELECTION AND ORGANISATION AND ENVIRONMENTAL SUSTAINABILITY

Green Recruitment and Selection.	Organisation and Environmental Sustainability.
Online Advertisement →	Compliance
Video-Based Interview →	Competitive Environment
Telephone Interview →	Employee Satisfaction and Retention/ Environmental Protection

Source: Kiplangat, Sang, and Kingori (2022:9). Adapted.

A study by Kiplangat, Sang and Kingori (2022:1) assessed the impact of green recruitment and selection on the ecological actions of selected tea factories in Kericho. The results show a statistically significant correlation between the independent and dependent variables. This indicates that the regression model fits the obtained data well. Moreover, ANOVA revealed that green recruitment and selection affects the environmentally friendly actions of the selected tea factories. Therefore, executives should prioritise the above practices. These results confirm previous research by Hadjri, Perizade and Farla (2019:90), who found a positive statistical connection between being green human resource management and corporate effort in reducing waste that affect the environment. In line with the previous discussion, human capital

theory has become the basis for research related to green recruitment and selection. Armstrong and Taylor (2020:3) argue that people are born with innate abilities, or acquire these abilities through education, and eventually transform them into human capital with additional or sustained attention. Therefore, Howes, Wortley, Potts, Dedekorkut-Howes, Serrao-Neumann, Davidson and Nunn (2017:4) examine the failure of South African manufacturing firms to implement eco-friendly sustainability policies. This study adopts a quantitative research approach using descriptive and inferential statistics to analyse the data collected on green human resource management as a critical pillar of sustainable development of the organisation. Green recruitment and selection is considered a critical aspect of green human resource management and has been shown to contribute notably to an organisation's ecological sustainability, resulting in a competitive environmentally friendly advantage.

To further emphasize the significance of green recruitment and selection in organisations, Kuria, and Mose (2019:9) studied the impact of green human resource management on the sustainability of Kenyan universities. Their research was descriptive and 10 universities were selected because they employ approximately four hundred (400) academic staff or deans, human resources, and senior management. One hundred and twenty (120) respondents from the target population were tested using purposive sampling techniques with the aid of open-ended questionnaire data was collected and analysed in the form of tables and graphs. The results show a significant positive relationship between green recruitment and selection and university sustainability. Wehrmeyer (2017:78) thus suggests that green recruitment and selection supports the effective management of conservational review by ensuring that new entrants understand the green values of the organisation and can uphold its conservational values. Pham and Paillé (2019: 67) further argue that green recruitment and selection is a system that focuses on respecting the environment and making it an important element within the organisation. Thus, new applicants to the organisation can be enthusiastic about the idea of working in a "green" company that respects the environment.

In support of recent green trends, O'Donohue and Torugsa (2016:67) suggest that recruitment and selection processes should be linked to green issues, and that employers' interest in achieving green goals, and the how potential applicants differentiate sustainability measures, must be assumed in this process. With these

continuing statements in mind, this study aims to assess green human resource management practices as a method of organisational and environmental sustainability, with particular emphasis on green recruitment and selection practices.

2.11 ORGANISATIONAL REIMBURSEMENTS FOR GREEN RECRUITMENT AND SELECTION APPLICATION

As mentioned earlier in this chapter, green human resource management has been widely discussed, but this study focuses on green recruitment and selection, in 2013, many green human resource management scholars agreed that implementing green human resource management practices, such as green recruitment and selection, is more important than benefits and organisational choices. In line with the preceding assertion and in suggesting the organisational reimbursement for the application of green recruitment selection, Shah (2019:23) proposes that implementing green recruitment and selection practices within organisations helps attract high-quality candidates who align with the environmental management values of the organisation. In addition, Masri and Jaaron (2017:56) found that the top five positive outcomes of eco-friendly initiatives were: 1) improved employee self-confidence, 2) a better-quality business productivity process. 3) effective public image, 4) better employee retaining, and 5) better brand differentiation.

Table 2.6: ORGANISATIONAL BENEFITS FOR GREEN RECRUITMENT AND SELECTION APPLICATION

Supports Organisational Commitment to Environmental Protection and Safety	In an organisational setting, Green recruitment and selection (GR&S) is a key focus at as it aligns an organisation's recruitment and selection process with the organisation's sustainability objectives, ensuring that new hires support commitment to environmental protection and safety (Jamil, Zaman, Kayikci ,& Khan,2023:12)
Enhancement of Overall Performance	Bangwal Tiwari and Chamola, (2017:89) assert that green recruitment and selection (GR&S) practices can enhance the overall image of employees, contribute to increased profitability, and expand market share.

Green Competitive Advantage	Green recruitment and selection (GR&S) practices designed to encourage good behaviour as well as build employee engagement and leadership to create green opportunities, thus improving an organisation's green competitive advantage. (Shah, 2019:56).
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Source: Researcher's Own Work

Deliberating on the above various scholars have continuously provided insight into benefits associated with green human resource management these are but not limited to the following:

2.11.1 Increases the Financial Benefits

Highly green human resource management practices are more proactive in sustainability and environmental and organisational stewardship than less green human resource management practices, which increases the company's financial returns. Their research on the economic benefits of pro-green human resource management focuses on the concern that adopting green human resource management or any green practice can be expensive rather than valuable for small businesses. Thus, the findings of Singh, Giudice, Chierici and Graziano (2020:45) show that green human resource management practices such as green recruitment and selection fully mediate the link between active ecological management and economic performance because these green human resource management practices of green recruitment and selection strengthen monetary gains for organisations actively involved in environmental stewardship compared to companies with low levels of green human resource management initiatives.

Yadav, Han and Rho (2016:56) gain insight into the importance of green recruitment and selection from their research, results add value to green human resource

management. An enabling environment for managing recruitment and green selection can provide benefits in terms of organisational sustainability. This study aims to address the concerns of small businesses regarding the anticipated cost liabilities associated with growing societal and governmental demands for environmental sustainability.

Table 2.7: BENEFITS OF GREEN RECRUITMENTS AND SELECTION (short- to mid-term)

• Green recruitment and selection increase efficiency, by lowering costs and expanding income and/or productivity.
• Green recruitment and selection help distinguish the firm's products from those of contenders, strengthening the firm's market share; and
• Pro-environmental recruitment and selection help enhance stakeholder relations.

Source: Mwita and Kinemo (2018:1). Adapted.

Bombiak and Marciniuk-Kluska (2018:34) further confirm that implementing green recruitment and selection practices has benefits for the entire organisation, including individual employees and all relevant stakeholders. Additionally, the same author's assert that ecological enhancement efforts only benefit humanity, or the population is contradictory stating that if businesses adopt improved practices, employees themselves can reap some benefits. Alharbi, Yusoff and Al-Matari (2017:78) also suggest some benefits for organisations that adopt green recruitment and selection processes, noting that effective green recruitment and selection can make improvements to worker health and safety; monetary development; responsibility and public image; evolving more informed supervisors and employees; general performance.

Furthermore, one of the main benefits of green recruitment and selection in organisations has been postulated by Hristova and Stevceska-Srbínovska (2020:1) asserting that because of green recruitment and selection organisations can establish a good relationship between organisational culture and business, thereby improving

the performance of various programs, creating a good image and improving the business. The values implicitly increase customer gratification. Especially, in today business environment wherein most customers are looking for companies that accept eco-friendly standards (Alnajdawi, Emeagwali, & Elrehail, 2017:78).

2.12 THEORIES/MODELS ON GREEN HUMAN RESOURCE MANAGEMENT

The roles of the human resource department rendering to the model of Ulrich (1997) mentioned in Armstrong and Taylor (2020:4) divides human resources into four roles is discussed below:

Figure 2.3: ULRICH HUMAN RESOURCE ROLES IN ORGANISATIONAL GREENING MODEL (1997)



Source: Armstrong and Taylor (2020:12).

The researchers chose Ulrich's model as a vital approach to shape this study, The study is founded on role human resource in the greening and promotion of ecological awareness in institutions. Therefore, Ulrich's model is a systematically focused on the criticality of the human resource department in any organisation. The model integrates human resource management roles (strategic partner), employees (employee advocates), culture (agents of transformation and change), customers (alignment of

all roles to ensure customer service quality) and the environment (administrative specialists, i.e. processes and general operations) in which they work.

This model is notable because it agrees with the linking of human resource roles as a useful tool in incorporating green human resource management practices in higher education institutions. Ulrich's model helps researchers identify the role of human resource practitioners in nurturing a green culture within an organisation. The specific roles of human resources as strategic/business partners, change/transformation agents, executive shared services professionals, and employee champions/advocates will be explored. Therefore, it was deemed essential to use such a model that specifically focuses on environmental sustainability issues within the institution. In linking green workplaces to Ulrich's model, Sathya Priya, Kanimozhi and Adhilakshmi (2014:12) note that Ulrich's model has received many plaudits and praise over the years, as well as critics.

Those who praise Ulrich's model say their impression is that it still plays a decisive role in the effectiveness of human resources (HR) after more than 20 years of existence, because most companies that implement the model turn to the positive impact report. (HR Review, 2014:5). On the other hand, critics warn that the model has the probable threat of limiting human resource practices to a rigid structural grid and presenting human resource practices as too regulated, which it is not, nor should it be. (Armstrong and Taylor, 2020:78).

In summary, Ulrich's model cited by Ahmad (2015:4) consists of a set of active roles divided into two axes: operations versus strategy and processes versus people. Ahmad, Shaw, Bown, Gardiner and Omar (2016:34) describe three other roles, where change agents are responsible for organisational change and cultural change, while administrative professionals continue to improve human resource redesign and organisational effectiveness of organisational human resources, functionality, and other workflows, such as implementing "shared services". Another notable role is the staff champion. This role is very interesting because it focuses people's attention on day-to-day operational issues (Mangla, Kusi-Sarpong, Luthra, Bai, Jakhar, & Khan, 2020:56).

In a recent role change, the Ulrich model divides the role of employee advocate into employee advocate and human resource developer and positions the latter as a future process-oriented role (Zaid and Jaaron, 2023:45).

Below are the four roles explained individually and how they can be used to drive the green movement, in particular green recruitment, and selection in organisations.

a) Human Resource Division as a Strategic Partner

Existing literature often uses the terms "strategic partner" and "business partner" interchangeably. Strategic partnerships involve high-level decision-making in the hierarchy of an organisation and include the planning phase and the development of policies that guide the overall operations of the organisation. Haddock-Millar, Sanyal and Muller-Camen (2015:67) argue that concerns about organisational sustainability are grounded in the desire of human resource departments to support sustainability at a strategic level (HR managers) are usually far-fetched from being tactical drivers of ecological and zero-waste initiatives. Instead, they are often considered perfect partners who bring merits that inspire behaviour change. (Opata and Anton Arulrajah 2014:78). In a strategic capacity, human resources, as integral members of the leadership team, must serve as a comprehensive strategic partner, facilitating and guiding critical discussions regarding the optimal organisation of the business to effectively execute its role within the eco-strategy (Shakil, Hassan, & Qureshi, 2019:6).

Corresponding to Armstrong and Taylor (2020:12), (HR) should be responsible for defining the structure of the organisation diagnosing any problems that may arise or exist in the organisational structure and finding solutions to address these issues, including an analysis of sustainable practices adopted by Indian IT companies. HR can play a crucial strategic role in the green transformation of an organisation by fostering a culture of sustainability. This involves leading policy changes, recruiting individuals with the right skill sets, providing training and development opportunities, and ensuring the organisation functions as a learning environment that promotes sustainable employee behaviour. (Somu, Jayavel, & Metilda, 2021:5).

However, the strategic direction of these different perspectives' rests on the fact that the human resource management department of the company must be fully involved in the creation and development of the green philosophy, vision and slogan of the company. Human resource managers should provide valuable guidance on the

integration of environmental efficiency, and the department should be actively involved in inculcating environmental efficiency attitudes and behaviours among employees and in promoting ecological process policies (Mtembu, 2019:12a).

b) Human-Resource Division as a Change Agent

Change is an inherent aspect of business, and it is inevitable. The rate of change is often swift and can be surprising. Factors such as climate change, technological advancements, economic shifts, and evolving lifestyles consistently influence both employees and organizations (Fox, 2023:23). With so much change, human resource professionals can no longer afford to be complacent and focus on traditional human resource roles. It is more important than ever that human resource professionals adapt and evolve to continue to bring value, productivity, and profitability to organisations (Mishra, Sarkar, and Kiranmai 2014:78).

Armstrong and Taylor (2020:4) emphasised that the role of human resources must evolve in response to the changes encountered by the business. Human resources should not only be defined by the organization's activities but also by the value-added contributions to the organization made for customers, investors, and employees. Thill, Venegas and Groblschegg (2014:34) note that as agents of change, human resource professionals are generally not involved in the implementation of change but can ensure that change is executed efficiently and appropriately. The other is in line with green human resource management (Mishra, 2017: 67).

Research indicates that human resources can significantly contribute to organizations in achieving change and promoting sustainability (Shah, 2019:34). In this context, change must be viewed holistically, both from within and without, and from the top down. It refers to changes in an organisation's perceptions, behaviours, attitudes, and practices of green thinking and behaviour. Transitions from senior to lower management are necessary and resistance to change is expected, but nothing unusual. Therefore, organisations should only put in place processes that support elastic transitions.

c) The Human-Resource Division as a Group of Administrative Experts

Human resources professionals are frequently regarded as managers. According to Mousa and Othman (2020:4), human resource professionals, in their role as administrative specialists, are expected to expand their perspective beyond that of traditional policymakers, politicians, and enforcers. They must adhere to all procedures and ensure that work is conducted efficiently and in full compliance with applicable statutes and mandatory obligations. Many human resource procedures are done daily, and efficiency needs to increase, practices need to be faster, improved, smarter and inexpensive (Sheehan Garavan and Carbery 2014: 90).

Corresponding to Husaini and Jusoh (2017:78) some human resource practices are executed through the application of business procedures such as technology, while others are employed through procedures, measures, and other administrative involvements. Therefore, while adopting green practices, human resource practitioners should reduce the use of unnecessary and inefficient paper and avoid procedures, paperwork, and formalities.

De Prins, Van Beirendonk, De Vos and Segers (2014:78) argue that the future of a green human resource sector lies in the execution of management approaches that are new and cost-effective. It means utilising faster, more cost-effective technology to perform day-to-day activities. Electronic timing systems, including online registration systems and electronic recruitment of off-campus candidates interviewed via Skype, collaborating electronic online performance management systems, virtual learning, and computer-based learning systems your pace are considered important.

d) The Human-Resource Division as Employee Champions

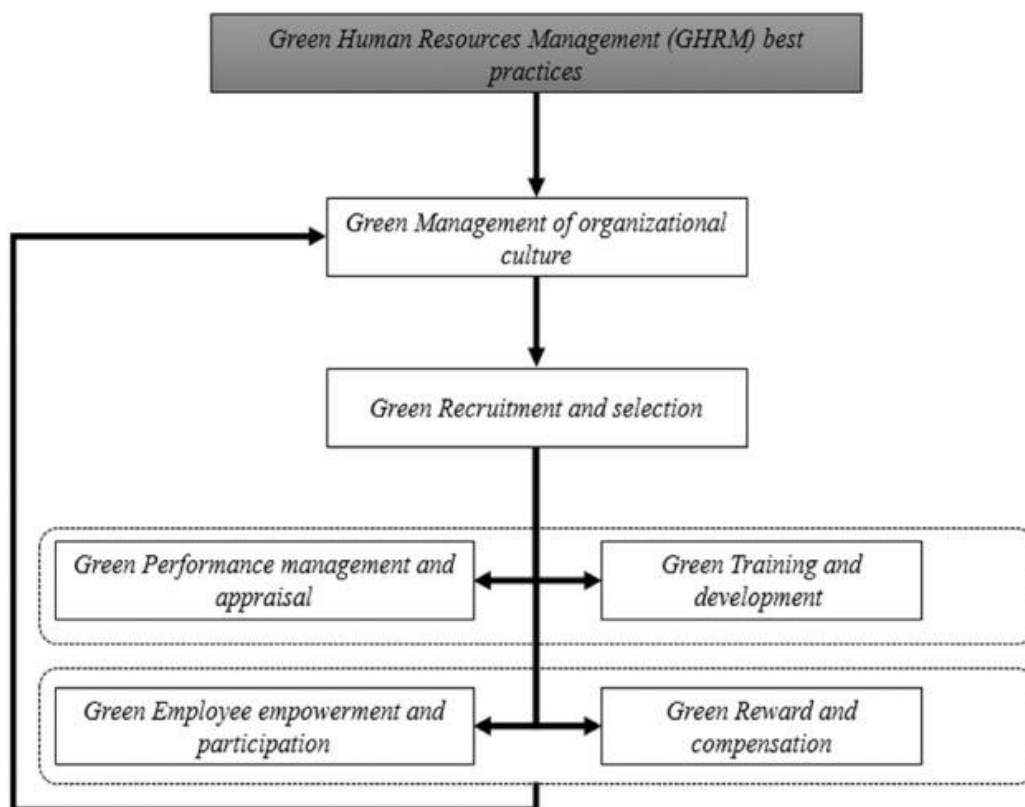
Employee advocacy means providing and empowering employees with knowledge and skills about green processes. Chaudary (2020:4) notes that in a recent role shift, being an employee advocate means being a human capital developer. In this role, human resources professionals are tasked with fostering employee engagement in the success of the organization. It is essential to ensure that the employment contract represents a mutual relationship rather than a mere transaction and that all parties involved in the contract feel satisfied (Armstrong and Taylor, 2020:4). In this regard, the employer-employee relationship must be healthy and productive.

Human resources departments must actively involve and support their employees and all stakeholders in the implementation of green projects within the organisation. In describing the role of human resource managers in advocating for employee rights, Mandip (2012:45) argues that the key role of environmental human resource managers in raising employee awareness of environmental issues can serve as a guide to achieving global cooperation. of employee's application of environmental policies. This means human resources must build a network of problem solvers who are ready to act to build champions and change the status quo. This only happens when companies establish formal and informal communication channels with employees to promote company green efforts, such as newsletters and corporate websites (Husaini and Jusoh, 2017:12). Being an employee advocate means responding to employee needs and resources, and healthy relationships within the organisation ensure employee engagement in sustainability initiatives and company success.

2.12.1 Conceptual Model: Connecting Human Resource Management to Organisational Greening

This model depicts some green human resource management that can be applied by organisational management and human resource management practitioners which could be beneficial to organisational greening. The model is intended to serve as a guide for managers who want to use green human resource management practitioners to improve green organisations. As a result, the model incorporates the six green human resources management practices grouped in four stages, as illustrated.

Figure 2.4: CONCEPTUAL MODEL CONNECTING HUMAN RESOURCE MANAGEMENT TO ORGANISATIONAL GREENING.



Source: Masri, and Jaaron, (2017:3) Adapted

Based on this model, organisations should first implement a green organisational culture to develop a supportive organisational culture to ensure high environmental awareness and employee engagement. As mentioned above, this can be achieved by integrating environmental concerns into the vision and purpose of the industrial organisation and by ensuring the support, environmental concern, and commitment of top management. Currently, management needs to encourage top management to act as role models and make democratic decisions for the environment. Super managers must also easily disseminate logging information and anomalies throughout the company (Nawangsari and Sutawijaya, 2019:4).

In the second phase, businesses should focus on hiring employees who are interested in supporting the environment and protecting the environment through green employment. This ensures the successful implementation of green values. To attract

highly qualified green workers, the development of a green reputation should be considered in the green recruitment and selection process. Customer attraction measures should consider building an organisation's green reputation (Masri and Jaaron, 2017:56).

In the third stage, organisational management must continuously develop employees' environmental skills, competencies, and awareness by providing employees with environmental training and development programs and continuously recording and monitoring their performance. On the other hand, qualified staff should be included in the assessment of future training and development needs, together with the recruitment of staff. In this sense, Martins, Aftab, Mata, Majeed, Aslam, Correia, and Mata, (2021:4) state that the implementation of ecological education and performance management including evaluation systems is a top priority in greening efforts.

Based on performance appraisal results, the model suggests that organisational management can and should continue to create green goals and objectives, and motivate, and increase environmental awareness through green rewards and environmental awareness. green employee empowerment. This can be achieved by incorporating employee suggestions for innovative green ideas and solutions into the organization's reward system, which allows employees to receive monetary and non-monetary rewards for innovative environmental initiatives and green employees of high quality. (Cherian and Jacob, 2012:12). Premised ongoing discussion, management support influences the success of the ecological management system by endorsing employee involvement in change management, encouraging organisational culture to support change, and executing change systems.

Desirable behaviours such as reward or incentive programs, training, and improved communication within the organisation (Yang, Huang, Hsu, 2014: 67). The purpose of intermittent evaluation is to assess the efficiency and effectiveness of the eco-friendly management system. This systematic review contributes to the ongoing identification of the factors necessary for the successful maintenance of an effective environmentally sustainable management system (Masri and Jaaron, 2017:34).

2.13 CONCLUSION

This chapter reviews all the existing knowledge on green human resource management in the existing literature. Meanings and definitions of the concepts are

discussed in detail, setting the context for sustainable development in South Africa. The United Nations Millennium Development Goals and European Sustainable Development Goals have been rejected. The body of work on the importance and evolution of human resource management is also examined from a green human resource management perspective, with organisational compensation for green hiring being equated with choice and need for organisational greening. In addition, the role of human resource management and governance in green organisations is presented and green human resource with a particular focus on green recruitment and selection are identified, which are the main objectives of the study.

Existing research on green recruitment and selection as well as human resource management policies, strategies, and activities for environmental and organizational sustainability was discarded. The next chapter will conceptualise the theories and models of green recruitment and selection that support environmental and organisational sustainability.

CHAPTER 3 CONCEPTUALISING OF SUSTAINABILITY

3.1 INTRODUCTION

Referring to the World Wildlife Fund (2017:45), the concept of sustainable development is not new, as it is based on the 1972 book *The Limits to Growth* and the United Nations conference on the Human Environment (Stockholm). These two events confirmed the importance of changing the pattern of business and social relationships at a time when unregulated commerce cannot be supported by the natural environment. Rath, Akram, Bal and Mahalik (2019:56) noted that the Stockholm conference agreed to publish 26 principles that prioritise health and monetary interests including environmental protection that addresses the various aspects of management responsibility necessary for sustainable development. In the 1970s, there was a lack of interest in development for the rise of the "green movement" and global environmental debates to measure progress towards the future and to make policies necessary for sustainable development. The concept of sustainable resource was first introduced in the world conservation strategy in the 1980s jointly by the international union for conservation of nature (IUCN), the worldwide fund for nature (WWF) and the United Nations environment program (UNEP). Wehrmeyer (2017:4) asserts that the extent of environmental change is significant enough that it requires development for sustainability, and conversely, that development cannot occur without considering environmental impacts. This establishes a clear connection between technological advancement and its environmental consequences. The Brundtland Commission (1987:67), as referenced by Tulsi and Ji (2020:45), published the influential report titled "Our Future." This report effectively emphasizes the concept of sustainable development, captures public interest, and promotes the idea widely. It defines sustainable development as progress that fulfils the needs of the present without undermining the ability of future generations to satisfy their own needs. Notably, this definition highlights the collective responsibility for environmental stewardship.

3.2 CONCEPTUALISING OF SUSTAINABILITY

Referring to Jacobuta, Dubash, Upadhyaya, Deribe and Höhne (2018:23), indicate that short-term economic benefits and social development should be made long-term decisions as determined by the Brundtland Commission for Sustainable Development.

The mission of the Brundtland Commission laid the foundation for the preparation of the United Nations Conference on Environment and Development, also known as the Earth Summit, in 1992 in Rio de Janeiro, Brazil. Mishra (2017:15) state that these conferences opened for signature and negotiations at the Earth Summit of many International meetings which remain valid today. These include the Convention on Climate Change (CCC), implemented in the Kyoto Protocol. Most importantly, the convention agreed on a responsibility and sustainable development, called Agenda 21. Upadhyay, Vinke, & Weisz, (2023:45) argues that Agenda 21 is a voluntary and non-binding way to measure sustainable development. Furthermore, at the 3rd Conference on Environment and Development (Rio 20) in 2012, delegates reaffirmed their commitment to the strategy. Also, at the Second International Conference on Sustainable Development held in Johannesburg in 2002, the Johannesburg Implementation Plan was presented to accelerate the achievement of Agenda 21.

3.3 BACKGROUND TO SUSTAINABILITY IN SOUTH AFRICA

Since the appearance of a vote-based system in South Africa in 1994, the Republic of South Africa has begun to change many of its ills, marking the country's move from wrongful decisions to government. Giving to Holmes, Rebelo Dorse and Wood (2012: 45), the Republic of South Africa has a rich heritage, rich resources and is one of the world's largest biodiversity sex scenes. In South Africa, Owosuyi (2015:56) argues that the constitution and other regulations provide security for government, institutions, businesses, and residents. Therefore, the South African constitution authorises the state to monitor the climate to help people now and in the future. Article 24 (a) and (b) of Section 2 of the South African Constitution; "Everyone can choose a climate that does not affect their health or well-being; people present and future; the use of traditional resources makes positive environmental changes while promoting conservation and promoting economic and social development" (Constitution of the Republic of South Africa, Law No. .108 / 1996). The National Environmental Management Act No. 107th of 1998 is a standard model that provides a useful management model and framework, and an integrated framework for ecological management and natural impact assessment. National Environmental Management Act No. 2 (NEMA) Part 1 Standard 107 of 1998 recommends that progress be socially, globally, and financially sustainable. (National Environmental Management Law No. NO. 107 / 1998). Chapter 5 of the National Development Plan, Vision 2030 (NDP),

includes capacity and energy needs in natural management, a commitment to the participation of all South Africans. Section 5 of the public development plan also states that South Africa generally cannot address the impact of environmental change on health, employment, water and food, the negative impact on the poor, particularly women and children. In implementing these changes, businesses and households should reduce their exposure to air pollution. (Ackers,2015:12). The Corporate Governance Act specifically regulates and requires companies registered on the Johannesburg Stock Exchange (JSE) to comply with corporate governance rules in addition to establishing economic and regulatory policies. This process requires organisations to agree on the need for business management, for example, to create and submit an annual management report on their ecological impact and how it would otherwise not have an impact on the climate based on the work they do (Adams, 2014: 5).

In addition, Ackers (2015:78) contend that business ethics is supported by public policies in local organizations, foundations and organisations, and some institutions have their own internal rules that schools must comply with all employees and partners. Institutions in public education have also increased their own eco-management, such as the University of KwaZulu-Natal's mission and safety commitment to preserve the true atmosphere and promote a culture of good knowledge, ethics, and management. Resources (www.ukzn.ac.za). Durban Innovation Academy's Smart Action Line, Methodology Driver E, demonstrates the Academy's commitment to greening the Academy, promoting the integration of events, establishing green workspaces, prioritizing solutions to plant crops in the region, and how we use energy and water value. (www.dut.ac.za).

In the private educational industry higher foundations of learning are correspondingly moving toward a greening drive the administrative centre of Uni4online in Westville students have generally acknowledged the green structure to deal with authoritative and ecological manageability. The Uni4online Office in Durban Westville is planned, developed, and worked prefaced on the arrangement of an energy-effective, asset-productive, and earth-mindful way. Ahmad (2015:12) offered an understanding of green human assets and green structures recommending that green structures offer their tenants better well-being and efficiency and are more cost-proficient to work.

A reasonable distinction between the former declarations was set by Uddin and Islam, (2016:45) affirms that ongoing examples of creation and utilisation, including an earth impractical metropolitan advancement model, and increment disparity can hurt a portion of these arrangements that help in organisational greening. Howes, Wortley, Potts Dedekorkut-Howes, Serrao-Neumann, Davidson, Smith, and Nunn (2017:90) suggest that South Africa misses the mark on normal public story and reference reason behind greening, which is required for home-grown foundations to guarantee compelling execution. This non-appearance has implied that changed partners lack the understanding of greening and maintainability contrastingly and this has prompted clashing objectives among numerous administration divisions answerable for advancing greening and supportability.

For this study it has been recorded that there are significant delays in South Africa in biodiversity management therefore ground and surface waters are dirtied; the utilisation of land is frequently wasteful, and air quality is not working consequently prompting ecological corruption. Corresponding to the Public Development Plan (NDP) referred to by National Planning Commission NPC (2012:89), South Africa should now figure out how to utilise its ecological assets to help an economy to stay serious, while additionally addressing the necessities of society.

The National Planning Commission NPC (2012:34) perceives that manageable advancement is not just about keeping up with monetary movement and working on friendly government assistance fundamentally it is about guaranteeing that the regular asset base will not be despondently exhausted or harmed over the long haul. Basically, without the capacity of biological systems to keep on offering indispensable types of assistance, for example, water cleansing, no monetary or social improvement will be conceivable. The National Development Plan (2012:34) centers around friendly government assistance and value contemplations and intends to make an extra 5,000,000 positions in the following decade. The new development model distinguishes five other areas of need as an integral part of occupation with a focus on green economy between the state and the private sector; agribusiness; mining; constitutional law; and tourism, among other important levels of management department. South Africa will carry out these procedures in a manner that is reasonable for the promotion of equitable development and the full maintenance of its training programs.

3.4 OVERVIEW OF SUSTAINABLE DEVELOPMENT GOALS

3.4.1 European Union Sustainable Development Goals

In a proposed model to enhance corporate social responsibility, Mwita and Kinemo (2018) advocate for contributions to the United Nations' Millennium Development Goals (MDGs). The European Union (EU) Commission has made a positive and constructive contribution to the development of the 2030 Agenda. By implementing the Sustainable Development Goals (SDGs) in all policies and encouraging European Union (EU) countries to do so, 17 Sustainable Development Goals (SDGs) have been identified, including 169 relevant targets to be achieved by 2030, addressing the global challenges facing the world and all dimensions of sustainable development in a balanced and inclusive way. For this study, an emphasis is placed on the 13th Sustainable Development Goal (SDG13) of the European Union Commission which is aimed at addressing the global and urgent challenge of climate change.

Table 3.1: EUROPEAN UNION SUSTAINABLE DEVELOPMENT GOALS AND ITS IMPLICATION FOR SOUTH AFRICA AND SADC COUNTRIES.

European Union Sustainable Development Goals	Implications for South Africa and SADC Countries
Strengthen their resilience and adaptation to climate change, with extra attention to the small island developing States (SIDS) and least developed countries (LDCs), as well as the communities most vulnerable to and affected by climate change;	• In 2013, Mauritius launches a way to promote and unlock the potential of the special economic zone by integrating existing activities such as tourism, ports and fishing, and by developing aquaculture, marine biotechnology and renewable energy. (Halais, 2019:2).

Mainstream climate change in global and national policies, strategies, and planning to ensure coherent, efficient, and quick actions;	• South Africa's National Development Plan (NDP) aims to eradicate poverty, safeguard the environment, and promote economic development by 2030. • The NDP, on the other hand, does not assess the sensitivity of these goals to climate change and unpredictability.
Raise awareness and educate people about the climate challenge and actions to take.	• In 2019, the North-West University Environmental Education for Sustainable Development Climate Change project was offered the opportunity to join a global participatory action research (PAR) project aimed at implementing climate change education initiatives through the development of primary school learners as citizen scientists (De Sousa Santos, 2018:12).

Source: Muller and Wood (2021). Adapted.

While concentrating on greening individuals in organisations. Wehrmeyer (2017: 34) assert environmental changes affect everyone; no country is invulnerable. It disrupts work and affects people's lives. Sea levels are rising, climate and temperature are changing, and the number of risks traditionally associated with the environment is said to be riskier and more severe. According to the United Nations General Assembly (UN), global temperatures could rise by more than 3°C if governments around the world do not address climate change. Between 1901 and 2010, the world's average

sea level rose by 19 centimeters. Cold sea ice continued to grow by 1.07 million square kilometres. Global carbon dioxide (CO₂) emissions have almost halved since 1990. Therefore, achieving Sustainable Development Goal 13 is one of the most important needs, because the environment for environmental change is a matter of character and the work environment is the foundation for effective change. The European Union (EU) has been at the forefront of international efforts to tackle environmental change and is the best partner in its national partners' efforts to address the changing environment. Renwick, Jabbour, Muller-Camen, Redman, and Wilkinson (2015: 67) point out that the green human resources factors committee and the European Union (EU) are responsible for the recognition of COP21 in Paris. 195 nations have so far focused on:

Table 3.2: PARIS AGREEMENT ON CLIMATE CHANGE AND ITS IMPLICATION FOR SOUTH AFRICA AND SADC COUNTRIES.

Paris Agreement	Implication for South Africa and SADC Countries
Keep the Global Temperature Rise below 2°C above Pre-industrial Levels.	Under the Paris Agreement, South Africa has announced its most recent national climate pledge. By 2025, the country plans to reduce GHG emissions to 398-510 MtCO₂e, and to 350-420 MtCO₂e by 2030, which is much lower than the 2016 targets.
Pursue Efforts to Limit the Temperature Increase Even Further to 1.5°C	Lesotho waste management, wastewater treatment, biodegradable waste and methane recovery from landfills are examples of sustainable

	waste management programs instituted (Mishra, 2017:1).
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Source: <https://unfccc.int/> Adapted.

In their nationally determined contributions (NDCs), countries that signed the Paris Agreement are asked to spell out the actions they intend to take in reducing climate change.

Table 3.3: NATIONALLY DETERMINED CONTRIBUTIONS PARIS AGREEMENT AND ITS IMPLICATIONS FOR SOUTH AFRICA

Nationally Determined Contributions (NDCs) Paris Agreement	Implication for South Africa and SADC countries
Reduce greenhouse gas emissions (mitigation efforts).	South Africa has observed and forecasted continued patterns of significant temperature rises, rainfall variability, increasing sea levels, and an increased frequency of severe weather events. (CSIR. 2021. "Nationally Determined Contributions Update: Adaptation Component." Pretoria).
Increase their resilience to climate change (adaptation efforts).	- Adaptation and mitigation programmes are being planned under Zambia's NDC. - The Government's National Adaptation Planning process lays a solid foundation for long-term adaptation programming and the integration of climate change adaptation into national planning and budgeting procedures. (Nationally Determined

	Contribution NDC) of Zambia for the timeframe 2015-2030).
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Source: National Development Plan 2030: Our Future - Make It Work/ Nationally Determined Contribution (NDC) for Zambia to the Paris Agreement on Climate Change. Adapted.

The Paris understanding project, agreed by the 2018 Conference of the Parties (COP24), will enter into force in 2020 in accordance with the Paris Agreement. All countries need to abide by the usual guidelines and carefully monitor the evolution of their overall commitments (National Stable Contributions and aid they give or receive), with a drop in greater adaptability predicted for Little Island Creating States (SIDS) and least developed countries (LDCs) As of January 2019, 181 countries are nationally determined contributors (NDCs). However, nationally determined contribution (NDCs) is not sufficient to meet the Paris Agreement's 2°C target, as stated in an environment committee's special report on global warming (1.5°C). Accordingly, mitigation should be done better while improving the transition in weak countries. (www.climate-chance.org). Conferring to Guerri, Montanari, Scapolan, and Epifanio, (2016:67) the Paris Understanding and the Unified Countries (UN) 2030 plan on manageable advancement are commonly supporting; each is critical to carry out the other. There can be no economic improvement without environment activity, as well as the other way around. Both require a cross-sectoral approach, which is the reason national determined contributions (NDCs) predict equal activities in energy, horticulture, transport, industry, metropolitan turn of events, ranger service, normal assets the executives, and so forth, coming through a wide scope of sustainable development goals (SDGs), not simply SDG13. The European Union's (EU) home-grown obligation to diminish ozone-depleting substance emanations is reflected in its outside activity and aiding accomplice nations to change to low-carbon feasible turn of events, outstandingly by:

Table 3.4: EUROPEAN UNION EXTERNAL ACTION AND AID TO PARTNER COUNTRIES IN TRANSITIONING TO LOW-CARBON SUSTAINABLE DEVELOPMENT

• Help leaders of the Global Climate Change Alliance+ (GCCA+) develop and implement nationally determined contribution (NDCs) that include actions from more than 60 participating countries; • Participate in the implementation of more than 50 national climate change strategies;
• Funding dedicated projects in our partner countries, mainly under the neighbourhood, Development, and International Cooperation Instrument (NDICI);
• Reducing the risk of investments in renewable energy through new financial instruments such as the Electrification Finance Initiative (ElectriFI);
• Help partner countries translate climate change and environmental issues into policies, strategies and work in other sectors.

Source: Gull and Idrees (2022) Climate Change 2021 Adapted

3.5 SUSTAINABLE DEVELOPMENT GOALS AND THEIR IMPLICATIONS FOR SOUTH AFRICA

The Sustainable Development Goals (SDGs) were born at the United Nations Conference on Sustainable Development held in Rio de Janeiro in 2012. The goal is to establish a goal to solve environmental problems, political owners and businesses that affect our world. The Sustainable Development Goals (SDGs) replaced the Millennium Development Goals (MDGs) that started the global effort to eradicate poverty in 2000. The Millennium Development Goals (MDGs) are aimed at ending poverty and hunger, preventing deadly diseases, extending primary education to all children, etc. important developments. Following the previous requirements, Pesce, Shi, Critto, Wang, and Marcomini (2018:3) proposed the following sustainable development goals:

Table 3.5: SUSTAINABLE DEVELOPMENT GOALS AND THEIR IMPLICATIONS FOR SOUTH AFRICA

Sustainable Development Goals	Implication For South Africa.
Goals 1. End Poverty in all its Forms Everywhere.	• The Multidimensional Poverty Index (MPI) assesses major deficiencies in health, education, and living conditions, considering both the number of poor people and the severity of their suffering. • Social assistance have succeeded in eradicating extreme poverty in South Africa. By 2015, social assistance had reduced the poverty rate by 7.9 percent and the number of people living in poverty by 29.5 percent. (Stats SA, 2018).
Goal 2. End Hunger Achieves Food Security and Improved Nutrition and Promotes Sustainable Agriculture.	• In South Africa, policies aimed at increasing incomes and agricultural productivity have resulted in a decrease in the number of hungry people. However, food insecurity and its effects, predominantly the developmental delay of children, remain a challenge facing the country. • Food security has improved, with the proportion of starving households falling from 24.2

	percent in 2002 to 10.4 percent in 2017 (Stats SA, 2018:56). • South Africa's commitment to social services has played a key role in this success.
Goal 3. Ensure Healthy Lives and Promote Wellbeing for all Ages.	• South Africa has made good progress in improving health and reducing premature deaths. • The under-five mortality rate fell from 71 per 1,000 live births in 2002 to 48 in 2016, and the infant mortality rate fell from 48 to 34 per 1,000 live births. • More than 70% of mothers and babies receive postnatal care within six days of birth, but this is still far from the average income rate in other countries. The maternal mortality rates are subject to substantial improbability.
Goal 4. Ensure Inclusively and Equitable Quality Education and Promote Lifelong Learning Opportunities for all.	• South Africa has made significant progress in expanding access to education, which is vital for all citizens to fulfill their full potential. In the mid-1990s, 82 percent of adults (aged 15 to 64) were literate. • Today, nearly all adults (aged 15 to 64) are literate. This success suggests a high level of

	educational accessibility in the lower grades. About 95% of children nationwide are enrolled in education in the year before the Department of Basic Education (DBE) primary school entry age.
Goal 5. Achieve Gender Equality and Empower all Women and Girls.	- South Africa continues to be a global trendsetter and pacesetter when it comes to women in politics and public office. - Women's leadership roles in politics have grown in importance during the last 25 years. Women's representation in Parliament has increased from 25% in 1996 to 47.1 percent in 2019.
Goal 6. Ensure availability and sustainable management of water and sanitation for all.	- Equal access to essential services is critical for economic growth in developing countries. In South Africa from 60% in 1996 to 75% in 2016, the percentage of people who have access to safe drinking water has increased. - However, just 60% of rural residents have access to the internet, while % of city dwellers had.

Goal 7. Ensure Access to Affordable, Reliable, Sustainable, and Modern Energy for All.	• In 2017, around 95.27 percent of the population in South Africa had access to electricity, compared to 58 percent in 1996. In rural areas, access is rather limited, with only 80% of the population having access to power (Ackers, 2014:12). • The share of renewable energy in final energy consumption climbed from 14.6 percent in 2013 to 26.2 percent in 2015. This is due to government subsidies for renewable energy sources.
Goal 8. Promote Sustained, Inclusive, and Sustainable Economic Growth, Full and Productive Employment, and Decent Work for All.	• South Africa is experiencing persistently low economic growth and rising unemployment (particularly among women and youth). • A variety of initiatives have been launched to improve the business climate and create a more welcoming corporate environment. Increased spatial integration and innovation promotion are two of them.
Goal 9. Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialisation, and Foster Innovation.	• The public sector in South Africa has made significant investments in the economy over the last 10-15 years, resulting in increased employment in sectors such as

	construction. However, the growth rate of real estate investments slowed down after 2015. • The government is working on a new infrastructure implementation model that will incorporate new finance methods, such as the new Infrastructure Fund, as well as new cooperation structures to make project implementation more efficient.
Goal 10. Reduce Inequality Within and among Countries.	• Since the end of the apartheid rule in 1994, the government has made significant attempts to alleviate inequality, such as through BBBEE, Access to Education, the Employment Equity Act, and Women Empowerment.
Goal 11. Make Cities and Human Settlements Inclusive, Safe, Resilient, and Sustainable.	• The Reconstruction and Development Programme (RDP) in South Africa acknowledged spatial disparities and called for a coordinated approach to urban and rural development. • When South Africa's first democratically elected government took office in 1994, it inherited a planning system that was fragmented, uneven, and

	dysfunctional due to apartheid. "In 1990, the proportion of persons living in urban areas was 52 percent," according to the South African Institute of Race Relations. By 2018, the rate of urbanisation had risen to 64 percent.
Goal 12. Ensure Sustainable Consumption and Production Patterns.	• In terms of recycling, the country has made strides. For example, from 1.3 percent in 2015 to 7.5 percent in 2017, the percentage of municipal waste that is recycled has increased. • Garbage exchanges in Gauteng (25 synergies) and KwaZulu-Natal (two synergies) utilised 6,160 tonnes of waste slated for disposal in 2016/2017, saving 8,800 tonnes of virgin resources (Abiwu and Nunoo, 2021:3).
Goal 13. Take Urgent Action to Combat Climate Change and its Impacts.	• South Africa is leading efforts to quantify climate change and reduce carbon emissions. At the national, provincial, and local levels, strategies have been implemented to minimise and adapt to the effects of climate change.
Goal 14. Conserve and Sustainably use the Oceans, Seas, and Marine	• South Africa has enacted a legislative and policy framework

Resources for Sustainable Development.	that highlights the critical nature of marine resource sustainability. • Marine ecosystems are being studied and policies supporting sustainability are being enforced using advanced technology.
Goal 15. Protect, Restore, and Promote Sustainable use of Terrestrial Ecosystems, Sustainably Manage Forests, Combat desertification, and Halt and Reverse Land Degradation and Halt Biodiversity Loss.	• Although South Africa has policies and legislation promoting sustainable land use, a significant portion of land is degraded, and forest cover looks to be falling. • Increased data collection is being conducted to track changes in land resources and biodiversity.
Goal 16. Promote Peaceful Inclusive Societies for Sustainable Development, Provide Access to Justice for All, and Build Effective, Accountable, and Inclusive Institutions at All Levels.	• South Africa has a world-class legal aid system that assists impoverished persons with representation in civil and criminal procedures. • Despite some progress in reducing violent crime and rebuilding trust in the rule of law, South Africa remains one of the most violent countries not affected by civil war.
Goal 17. Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.	• Effective implementation of policies related to the SDGs will require stronger international cooperation to mobilise additional

	resources and expand access to technology and best practices. • International cooperation should be based on the principles of equality, recognition and compliance with international agreements, especially trade agreements.
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Source: South Africa Voluntary National Review (2019). Adapted.

Although seventeen (17) targets based on the SDG and their impact on South Africa are mentioned, it is important to note that this study focused on the thirteenth (13) target: climate change. So, the achievements so far have been good. 2019 was the second warmest year on record and the last of the warmest years from 2010 to 2019. Also, the average global temperature was 1.1 °C above pre-industrial level and the global population is far off track to meet either the 1.5 or 2°C targets required by the Paris Agreement. While greenhouse gas emissions are expected to decrease by 6% in 2020, the increase was only for a while, while air quality improved due to travel restrictions and economic slowdown following the COVID-19 pandemic. Governments and businesses can use lessons learned to accelerate the changes needed to reach the Paris Agreement, redefine good relations for people and the environment, make global changes to reduce greenhouse gas emissions and use good business practices to prevent climate change and declining communities. (Markandya, Salcone, Hussain, Mueller and Thambi, 2021:9).

3.6 SUCCESSES AND FAILURES OF SUSTAINABLE DEVELOPMENT GOALS AND THEIR IMPLICATIONS FOR THE SOUTH AFRICAN PRIVATE TERTIARY EDUCATIONAL INDUSTRY

The strategic relevance of academia in accomplishing sustainable development goals has been recurrent in numerous studies by scholars such as Bhowmik, Selim, and Huq (2017:3), Albareda-Tiana Vidal-Raméntol Pujol-Valls Fernández-Morilla (2018:5) and Kupika Gandiwa, and Nhamo, (2020:8) state that education is a necessary progression and emancipation tool for every economy. Therefore, Pasara and Mhlanga (2022:3) state that educational institutions are strategic in proliferating knowledge on Sustainable Development Goals (SDGs) because education is an efficient progressive tool and all the 17 sustainable development goals are bound in one way or the other linked to education, that is, the ability of people to learn and apply.

In South Africa Institutions of higher education have started concentrating the sustainable development goals, including mainstreaming them in the conventional teaching and learning space including a community service and research, development, and innovation component. Other new areas of mainstreaming sustainable development goals are emerging such as integrating sustainable development goals into university strategies, mission statements, and operations (Fleaca, Fleaca & Maiduc, 2018:78) and into what Filho Tripathi, Andrade Guerra, Gine, Orlovic and Violeta (2018:45) have termed the 'third mission', that is, mainstreaming into external stakeholder and society engagement platforms. Of high importance is that the university of south Africa with a student population of over 350 000 and a staff complement of close to 5 000 requires the creation of awareness and localising the sustainable development goals which the university is currently doing. Based on the preceding discussion, it can be said that as success universities across the globe (including Unisa) are becoming increasingly aware of the sustainable developments agenda and starting to act, including the hosting of platforms and events aimed at raising awareness and making proclamations of commitment to the global development goals. However, despite continued claims and importance, there are barriers to scaling up sustainable development goal implementation in private higher education institutions, as many universities are lagging. A study of 3,495 academic staff from nine universities in southern Nigeria found awareness of sustainability

issues to be the most critical barrier (Ukenna, Idoko and Ogbari, 2018:5). Another important factor leading to the achievement of the Sustainable Development Goals is based on corruption. Odusola (2017:10) argues that corruption is high and pervasive in Africa and is associated with severe economic bleeding. He warned that it would be difficult to achieve the goals of eradicating extreme poverty and leaving no one behind by 2030 without a serious fight against corruption. Principals and school board members are to blame because corruption and extortion are also of concern, including allegations of sex dumping, as well as employment violations.

3.7 POLICIES, STRATEGIES, AND HUMAN RESOURCE ACTIVITIES TOWARDS ENVIRONMENTAL AND ORGANISATIONAL SUSTAINABILITY

Jabbour and De Sousa Jabbour (2016: 56) contend that strategy is about achieving one or more goals by leaders. Strategy can also be defined as the overall direction of the business and its products to achieve the desired state in the future. Bestowing to Cheema Afars and Javed (2019: 45) a strategy is the use and integration of organisational activities and the allocation of limited resources to achieve the current goal in the organisational setting. For this reason, while planning the strategy, it is important to know whether the decisions are taken at once, stakeholders, competitors, etc. It should be considered that action is taken by a company that may cause concern for customers, employees, or suppliers. Furthermore, Iqbal, Ahmad, and Halim (2020: 56) show strategy as the upbringing recruitment and selection of an organisation, showing that strategy can be defined as knowledge of purpose, uncertainty of events, and considering probability or behaviour. In addition, strategy is a decision-making process that defines the goals and objectives of an organisation, determines the main policies and programs to achieve the goals, and defines the type of business, and plans that is needed in helping business owners, customers, and everyone (Mandip, 2012:45).

Longoni, Luzzini and Guerri, (2018: 67) state that international organisations are integrated and committed to green human resource management practices such as green recruitment and selection to increase competitive advantage. However, Pinzone, Guerri, Lettieri, and Redman (2016: 67) point out that it is impossible to complete and integrate green recruitment and selection data on traditional human resource management activities in the enterprise, but there is a possibility with the

involvement of changes in the current form of human resource management especially on the part of firm's management and employees therein.

Kaur & Kaur (2021: 4) stated that the main role of human resource managers involves the planning and implementation of environmental and sustainability programs which leads organisational top management to ensure the cooperation of all employees for the implementation of rules related to organisational greening.

3.8 MODELS ON SUSTAINABILITY

The term sustainability is used broadly to refer to plans, strategies and measures aimed at conserving resources. But it refers to four different areas: human, social, economic, and environmental.

3.8.1 Human Sustainability

Human sustainability: is aimed at managing and developing people's human capital. Investment in health and education, access to services, food, knowledge, and skills are resources for human development. Sustainable development with limited natural resources and space must be balanced by improving health and well-being for all. Benn, Dunphy and Griffiths, (2014:4) note that human sustainability focuses on the importance of any person or broader stakeholder (an organisation's human capital) who is directly or indirectly involved in making a product or the provision of a service.

3.8.2 Social Sustainability

Social sustainability incorporates the concept of sustainable development as defined by the United Nations Sustainable Development Goals. (Dutta, Lawson, and Marcinko, 2012:2). The principles of sustainable development include protecting the environment where business and people as well as ecosystems are interrelated and promoting social and economic development (Missimer and Mesquita, 2022:4).

3.8.3 Economic Sustainability

According to the United Kingdom government (Annual Report 2000, January 2001) cited by Kaur (2013: 3), economic sustainability aims to preserve the integrity of the capital. While social sustainability focuses on social development, economic sustainability focuses on improving livelihoods. In a business context, it refers to the use of assets to sustain the long-term results of the business.

3.8.4 Environmental Sustainability

Bestowing to Islam (2020:3), environmental sustainability focuses on how companies can achieve good business results in the short or long term without harming the environment. Environmental sustainability aims to improve human health by conserving soil, air, water, minerals, and other resources. (Heidingsfelder, and Beckmann, 2020:25)

3.9 GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND SUSTAINABILITY

Based on strategic choice theory and the attribution model, a study by Singh, Giudice, Chierici, and Graziano, (2020:4) categorises the prevailing literature on the significance of green human resource management revealing that the concept plays a critical role in environmental and organisational sustainability. Through the mediating role of ecological and worker performance, the study explores the impact of green human resource management practices on the sustainability of organisations.

3.9.1 Green Performance Management and Appraisal

Green performance and appraisal estimate how well employees are advancing toward a greener climate. As indicated by Nawangsari, and Sutawidjaya, (2021:3) green performance management and appraisal is the most fundamental piece of green performance and appraisal to supervisors and staff since it impacts the cycle and adequacy of the gift and resulting pay. The green performance management and appraisal recalls organisation for ecological issues and natural greening frameworks (Mutingi, Mapfaira, and Monageng.2014:2). In this way, the nature of work of employees is additionally evaluated, particularly those connected with ecological issues and the greening system of the climate so there is a sure benchmark for the nature of work of employees which is surveyed against ecological employee performance that take into consideration organisational sustainability (Nawangsari, and Sutawijaya, 2019:7).

3.9.2 Green Training and Development

Premised in Figure 3.1 above, it is important to take note of the significance of green training and development. Employee total development of social attributes, demeanour, abilities, and information has been displayed to influence a step in environmental collaboration (Adomako, Amankwah-Amoah, Danso, Konadu and Owusu-Agyei 2019:1) and this falls under the umbrella of training and development. Green training and development, as indicated by an earlier report, expanded hierarchical ecological and employee performance with the later further developing information, capabilities, and capacities fundamental for inventiveness among different and multi-skilled people. Furthermore, the amount of green training and development essentially affects organisations sustainability (Wang, Khan, Anwar, Shahzad, Adu and Murad 2021:4).

This study's findings revealed that green human resource management practices had a substantial impact on the ecological and organisational sustainability. Similarly, the impact of environmental performance and employee performance in moderating the relationship between green human resource management practices and organisational sustainability was investigated in this study conclusion of the study is backed up the proposed framework.

In emerging nations, Govindarajulu, and Daily, (2014) state that green human resource management is a novel concept, and more research is needed to identify sustainability challenges and assess the impact of green human resource management practices in developing countries textile and manufacturing industries. Following the expressed rewards of business becoming environmentally viable, in attesting bits of knowledge on the present achievement mantra-practicing environmental awareness, Owosuyi, (2015:34) asserts the previous three benefits of going green were more focused on marketing. Therefore, for this study, the business benefits of going green are averred below and are directly related to business operations. Rendering to Opatha and Hewapathirana (2019:5), adopting environmentally sustainable practices contributes to a more positive working environment, which in turn enhances employee confidence this is because of regardless of the specific nature of the organisation, employees remain a vital component of any business.

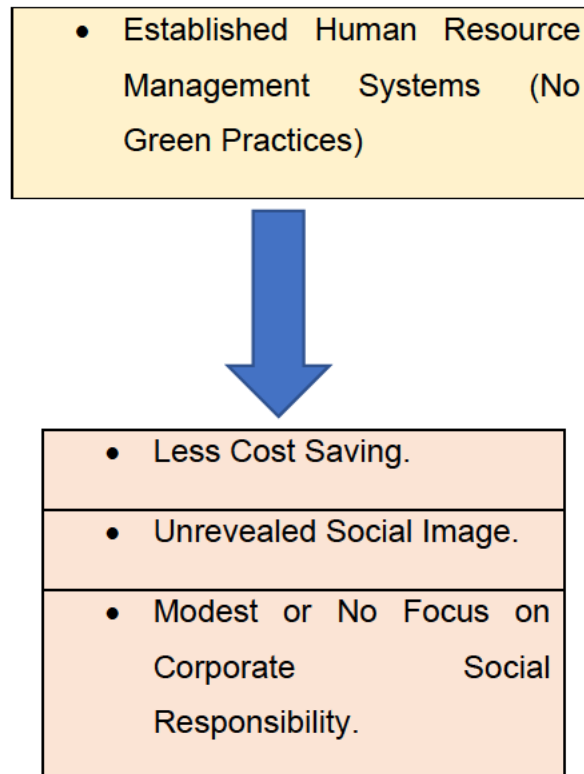
Therefore, improving employee satisfaction with green innovation, paperless cycles and checks, reused paper choices, green cleaning materials, and efficient power energy will improve the whole business. Furthermore, in suggesting green human resource management as an innovative approach to environmental sustainability, Sharma and Gupta (2015:34) attest that practicing environmental awareness sets aside cash-dependable and efficient lighting such as minimised glare and light-emitting diodes reduce an organisation's electricity consumption, resulting in lower utility bills. Energy starts machines and innovations will enable businesses to complete the energy learning restoration program. It does nothing to help businesses use energy efficiently; it also diverts money to spending plans to contribute elsewhere, working.

3.9.3 Green Rewards and Compensation

The essential human resource processes of rewards and compensation ensure that employees are recognised and compensated based on their performance. These strategies effectively align individual interests with those of the organisation (Sarkis et al., 2020:45). Consequently, Purvis, Mao, and Robinson (2019:4) assert that rewards and compensation can motivate employees to make decisions that further the organisation's goals. In the realm of green human resource management, incentives and compensation can serve as valuable tools for organisations to enhance their environmental performance.

Berrone and Gomez-Mejia (2009:4) show the adequacy of green incentives and offsets in a study of 469 US companies operating in highly polluting industries. They found that organisations with ecologically resilient practices pay their CEOs more than companies that are not ecologically resilient. In addition, the analysis shows that long-term organisational satisfaction is related to pollution prevention outcomes, which determines the impact of concerns about the representation and management of the support system on the road green rewards and compensation will include environmental performance and lifestyle benefits, from carbon neutral to free bikes, while also connecting people to green projects and fulfilling their commitments (Pillai and Sivathanu, 2014: 12).

Figure 3.1: GENERAL CONSEQUENCES OF USUALLY ESTABLISHED HUMAN RESOURCE MANAGEMENT PRACTICES IN ORGANISATIONS. (NO GREEN PRACTICES)



Source: Adapted

The concept of corporate social responsibility (CSR) has grown in popularity in recent years (Ahmad, 2015:4). Customers are concerned and aware of businesses that pursue and promote activities aimed at becoming ecological vibrant using environmental management practices. This has aided businesses in meeting their sustainability objectives. Human resource management activities are seen as one of the most important factors in achieving company sustainability goals, and it is in this context that many firms, both developed and developing, have adopted the green human resource management idea (Ahmad, 2015:4). The term green human resource management refers to the application of human resource management policies with the primary goal of encouraging resource sustainability inside businesses as well as environmental sustainability. Green human resource management is concerned with the systematic and deliberate integration of traditional human resource management procedures with the organisation's environmental aims (Jabbour, 2013:3). In other

words, green human resource management is concerned with developing environmentally sustainable human resource practices while also protecting intellectual capital. The effective management of the above two principles is essential in achieving corporate social responsibility and, ultimately, organisational sustainability, which is crucial for every corporate entity. Consistent with the ongoing discussion, Singh, et al. (2020:3) argues that green human resource management programs can help organisations find other ways to reduce the cost of losing top talent. Therefore, focusing on green human resource management as a strategic initiative can encourage sustainable business practices. However, Olausson (2018:30) argues that the application of green human resource management can be used as an impetus to reduce financial costs. Ürey, Çolak, Bozdemir and Kaymakçı (2020:3) suggest that customers prefer organisations that work on social welfare and reduce negative impacts on the natural environment. Therefore, green organisations formulate good corporate social responsibility practices, committing to protecting the natural environment and green culture, thereby building a good social image and a better economy (O'Donohue and Torugsa, 2016: 4).

3.9.4 Strategic Organisational Planning

Rendering to Rawashdeh, (2018:3) strategic planning is the continuous process of gathering the information the organisation needs using existing information. The process is used to prioritise work, allocate resources effectively, align shareholders and employees with the company's goals and ensure that these goals are supported. carried by data and good evidence.

3.9.5 Strategic Human Resource Planning

Therefore, Mishra (2017: 3) asserts that one of the most important aspects of strategic organisational planning is related to strategic planning of human resource management. Ahmeda, Mozammelb and Zamanc, (2020:3) state that strategic human resource planning is a critical business activity that ensures organisations have the right people and skills to achieve their short- and long-term goals to achieve this. attempts to forecast the supply and demand of human resources to identify shortages or surpluses so that they can be addressed more effectively.

Figure 3.2: GENERAL GREEN HUMAN RESOURCE MANAGEMENT PRACTICES THAT POSITIVELY IMPACT ORGANISATION

Green Human Resource Management Systems

Green Human Resource Management



Stakeholder Engagement

In the 21st century, there has been a growing global focus on environmental issues across politics, society, and business sectors. This heightened international interest in environmental protection is evident in several significant agreements addressing climate change, including those from Kyoto in 1997, Bali in 2007, and Copenhagen in 2009 (Alharbi, Yusoff, & Al-Matari, 2017: 9). The damage caused by pollution and industrial waste, including chemicals, has led governments and non-governmental organisations around the world to demand laws and regulations to slow and sometimes reverse the destruction of natural resources and its adverse effects on humans. (Al-Ghwayeen, and Abdallah, 2018:23). Given the current circumstances, in addition to addressing economic challenges, organisations should also seek opportunities to minimize their ecological impact. To achieve success in the business landscape and deliver value to their shareholders, organisations need to prioritize social and environmental considerations alongside traditional commercial and financial objectives (Amjad, Abbas, Zia-UR-Rehman, Baig, Hashim, & Khan, 2021:45).

Figure 3.3: GREEN HUMAN RESOURCE MANAGEMENT PRACTICES

Green Human Resource Management Practices

• Green Recruitment, and Selection.
• Green Compensation and Reward Management.
• Green Performance Management and Appraisal.

Perceived Benefits



• Process Competency
• Tax Benefits
• Greater Focus on Corporate Social Responsibility

Source: Al-Ghwayeen and Abdallah, (2018:9) Adapted

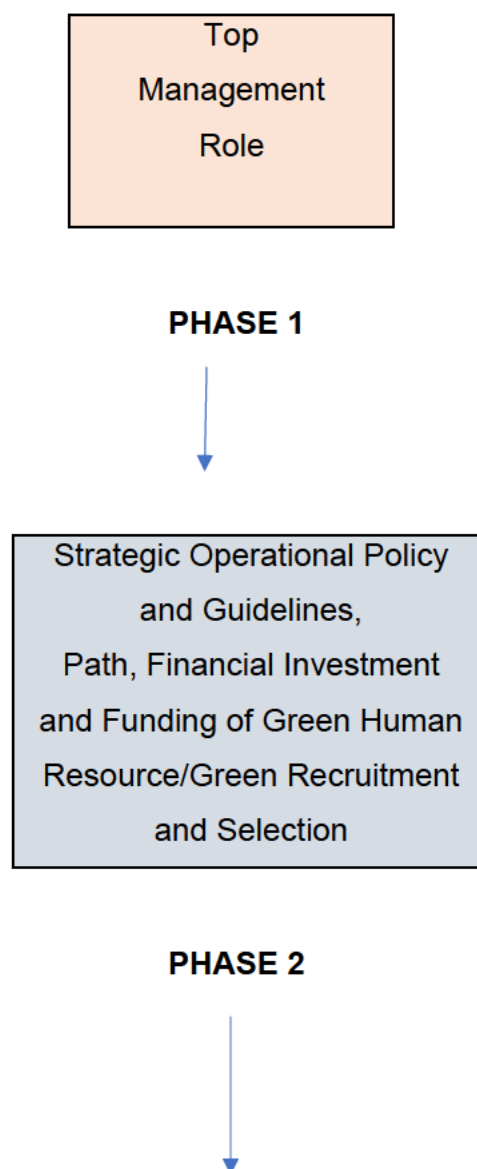
In deciding on whether to use green human resource management based on the proposed modules, Nawangsari, and Sutawidjaya, (2021:45) show that a focus on green human resource management can improve organisational and environmental performance and sustainability by correlating employee engagement with environmental management program participation. In addition, green human resource management can increase efficiency and reduce costs by reducing or eliminating environmental degradation and improving process capabilities by rehabilitating human resource products, tools, and procedures.

Another important commercial benefit of green business for industries is the use of tax incentives. This means that investments in renewable energy and green technologies can receive company tax benefits in the form of deductions or deductions. Going green is good for the planet and good for business too. It helps an organisation to differentiate itself from the competition and helps in attracting climate-sensitive customers and saving money (O'Donohue and Torugsa, 2016: 4).

Shahriari, Hassanpour, Navebrahim and Jafarinia (2019:34) argue that the main disadvantage of green human resource management is related to the initial cost, based on the debate on the importance of greening in organisations. A high initial cost is often necessary. For example, buying a hybrid vehicle with high mileage can reduce energy consumption, but a hybrid vehicle costs thousands of dollars more than an equivalent vehicle without hybrid technology. At the same time, George, Merrill, and Schillebeeck, (2021:67) cited competition as a stumbling block for organisations to go green. Going green in the business world can be an attractive goal to win the favour and support of customers, but if the green improvement is not economically viable, it can put a company at a competitive disadvantage. If national standards are introduced for companies to conduct environmental management, their competitiveness may be lower than that of foreign companies (Lindenberg and Steg, 2007:56). Furthermore, Opatha, and Hewapathirana, (2019:45) found that going green has a negligible impact and that greening can reduce environmental damage. According to the theory, going green for everyone will have a significant impact, but not everyone will be able to go green, and many believe that this will have no real impact outside of the economy. For many people, this is a personal choice with no real economic or environmental benefits. Iravani, Akbari, and Zohooria (2017:78) also found that greening requires high initial costs and that organisations can save money by using renewable energy, but older technologies are more expensive than traditional power generation. In response, financial incentives such as tax credits and rebates often help reduce the initial cost of renewable technologies. In addition, Carrollo and Guerri (2017:4) state that although it is green, it can be affected by intermittent use, renewable energy sources are available worldwide, but most of these sources are not available on a daily basis. Unpredictable weather events can interfere with technologies related to green practices, such as green information systems for recruitment and selection.

Figure 3:4 PROPOSE FRAMEWORK FOR GREEN RECRUITMENT AND SELECTION AT A PRIVATE TERTIARY EDUCATIONAL INSTITUTION IN DURBAN SOUTH AFRICA.

The following outlines the primary operational framework developed by the researcher for this study. It is anticipated that this framework will assist the management of the private tertiary institution in implementing green human resource management practices, focusing on green recruitment and selection. This may encompass onboarding and orientation processes that foster a green culture, ultimately contributing to organisational and environmental sustainability.



HUMAN RESOURCE MANAGEMENT DEPARTMENT

- Have Green Human Resource Guidelines, Procedures, and Policies in Place.
- Communicate policies effectively to all employees.
- Recruitment and Selection (use green/online, paperless/e-recruitment, be supple to candidates with no online access, and ask questions based on environmental and organisational greening)
- Green Orientation and Training (embrace greening activities of the organisation in the onboarding
- the programme, organise campaigns aligned with green and environmental days to hearten greening culture within the institution)
- Green Engagement (ensure management buy-in, trade unions, staff, and all key stakeholders).
- Green Performance (Green key performance indices, rewards for green inventiveness by employees)
- Green Reimbursement (inducements to eco-champions on campus and institutional aligned awards)
- Facilitate Environmental learning (environmental awareness, education, and cultural change) programs.

PHASE 3



PHASE 4



PHASE 5



TERTIARY ACADEMIC DEPARTMENT	CORPORATE AND STUDENT SERVICE.	CAMPUS MANAGEMENT
• Curriculum. have a course that is aligned with greening/ environmental sustainability. • Research and development on	• Enable environmental awareness campaigns regarding ways to mitigate environmental degradation. • Engaging both internal and external (prospective applicants) stakeholders	• Green structure such as green edifices and recycling places. • Workshops on effective use of

environmental sustainability, renewable energy, climate change, and environmental protection. • Engage prospective job applicants and employees including students on organisational greening and environmental sustainability.	on the significance of environmental sustainability and green matters. • Environmental awareness campaigns regarding job advertisements for prospective job applicants and students on environmental sustainability.	natural resources such as water and paper. • Facilitate on campus, reuse, green waste management and recycling methods.
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PHASE 1: TOP MANAGEMENT

Phase 1 of Figure 6.1 illustrates the role of top management in organisational greening efforts such as green recruitment and selection. As propounded by Glavas, Senge, and Cooperrider (2010:12) efficacious employment of workable corporate strategies such as green human resource management within an organisation necessitates both strong leadership and a tangible process. Existing studies by Singh, Del Giudice, Chierici, & Graziano, (2020:89) suggest that in industrialised countries top management support affects the environmental certification practice of organisations. Predominantly, top management supports heartening environmental certification practices through higher management involvement. Bestowing to Liu, Zhang, Gupta, Zheng & Wu, (2020:4), upper echelons theory designates that the principles or morals of higher-level managers do impact the selective awareness of external information, that is, high-level managers may tend to get information concerning environmental certification, like measures and reimbursements of environmental certification.

It is acknowledged that the top management of the specific private tertiary education institution under study should emphasize environmental sustainability within their

organisational mission and vision statement. Through policies and guidelines. Top management of the specific tertiary institution being studied can develop an eco-friendly corporate culture that integrates ecological standards across the whole firm and will subsequently have a constructive consequence on the performance of the environment. Furthermore, it has been asserted that the application of an environmental management system by the top management will help integrate business plans and strategies. Thus, resulting in enhanced environmental performance. Financially as postulated in phase 1 of Figure 6.1 the financial role of the top management of the specific tertiary institution will help in supporting green initiatives such as green recognition a process that involves non-monetary rewards for employees but not limited to such gratitude, gifts vouchers, and paid holidays. Conferring to Yong, Yusliza, Ramayah, Chiappetta Jabbour, Sehnem, and Mani (2019:30) these green recognition reimbursements develop a logic of pride among employees and can effectively support eco-initiatives.

PHASE 2: HUMAN RESOURCE DEPARTMENT

In the management of employees within an organisation from the point of entry to the point of departure today, the human resource management department is crucial and is considered the heartbeat of the organisation which is purposefully positioned to spread the organisational greening message throughout the organisation to all divisions. Therefore, premised on Phase 2 of Figure 6.1 organisations need to encourage employees to adopt green human resource management practices by executing and communicating green human resource management policies to prospective applicants and providing them with the appropriate green training and orientation. Undeniably, there are some impediments to the adoption of green human resource management in organisations, but the organisations human resource management should continue to focus on cutting-edge approaches. (Masood,2018:12).

Premised on Phase 2 is one of the foundations of figure 6.1 the role of an organisation's human resource management department in the application of green recruitment and selection as an approach to environmental sustainability should be premised on taking note of green human resource initiatives applied by other

organisations then use it to engage with their employee this is to empower their staff to contribute to green human resource management effort.

As postulated in the ongoing discussion, and in taking responsibility for their role in the implementation and application of green recruitment and selection as an approach to environmental sustainability, an organisation's human resource management department has the potential to engage with new hires and current employees. Thus, assembling a more environmentally conscious workforce can contribute to the organisation's efforts to use green recruitment and selection as an approach to lessen the causes of environmental degradation, thus leading to environmental sustainability.

Adewumi, Ajadi, and Ntshangase (2022:1) creating a sustainable human resource strategy where employees are trained in countless skills and methods of achieving the triple bottom line is one of the fundamental responsibilities of the human resource department. Therefore, Govindan, Khodaverdi, and Jafarian (2013:56) assert that the triple bottom line confirms that organisations endure to cultivate and prosper in the best interests of all parties involved. This seems to support the implication of a green human resource management department in ensuring an organisation's environmental sustainability.

PHASE 3: TERTIARY ACADEMIC DEPARTMENT

Figure 6.1 phase (3) of the model is significant as it can influence the effective application of green recruitment and selection and green human resource management practices in the organisation. The preceding assertion is consistent with the findings of a study by Fapohunda, Genty and Olanipekun (2021:23), which showed that green competence development accounted for only 93.7% of differences in awareness of green environment. Therefore, the development of green capacities can have a positive and significant impact on environmental awareness as an indicator of environmental sustainability. By applying a green human resource management process, such as green recruitment and selection in an institution's postgraduate department, the curriculum should ensure that all faculties and departments offer study programs and courses that integrate green sustainability modules. Although each qualification is a module, even a chapter within one of the modules provides specific qualifications, such as greening and environmental sustainability. Similarly, there should be a council responsible for research and development that can provide an

understanding of information related to green living, sustainable renewable energy, climate change and environmental protection should be encouraged and supported. Based on stage 3 of the model, the higher academic departments of the institutions studied should implement practical teaching for sustainable development. According to Kim, Kim, Choi, Phetvaroon, (2019:45) education sustainable development envisions a better world where there is a balance between economy, ecology, and society. Kulshrestha and Srivastava (2018:5) assert that education for sustainable development should comprehensively encompass disciplines beyond ecosystems and life sciences.

PHASE 4: CORPORATE AND STUDENT SERVICE.

In collaboration with the human resource management department, the corporate and student service department depicted in Phase 4 of Figure 6.1 should assist another department with enabling green awareness campaigns that inspire staff to use paper, water, energy, and technology in a resourceful way. Thus, the corporate and student service should include external stakeholders/community on green issues by forming public-private partnerships and engaging ex-students relationships.

PHASE 5: CAMPUS MANAGEMENT

The fifth phase (5) of the module as illustrated in Figure 6.1 is equally acknowledged as significant in the application of green recruitment and selection as an approach to environmental sustainability. Therefore, the management of the campus at the specific tertiary institution understudy should take into consideration effective ways to use and conserve water including workshops and training regarding environmental and climate change mitigation. Equally important the continued construction of a green building by the specific private tertiary institution such as the Westville Durban office will be of immense benefit and contribute to environmental sustainability. Permitting to Darko and Chan (2016:9), improving the energy efficiency and environmental performance of buildings is a fundamental aspect of the transition to green building. Green buildings have a minimal impact on the environment due to their design as active performance structures, which can also contribute to reducing their life cycle impact on the environment (Darban, Karatepe, and Rezapouraghdam, 2020:14). Based on phase 5, the reuse and management of green waste is very effective in cleaning up the built

environment and its surroundings. It encourages zero waste and zero emissions by shutting down the economy. Therefore, campus administrations associated with specific private higher education institutions should develop paper and water reuse and recycling processes to help reduce the cost of producing new products with updated features. Sinha & Modak (2021:45) mention that discarded materials such as e-waste, plastic, cast iron, and paper can harm the ecosystem and damage the environment. Therefore, if applied correctly, recycling can reduce this waste and save the ecosystem, ultimately achieving environmental sustainability.

3.10 CONCLUSION

The above provides insight into the introduction and conceptualisation of sustainability. This includes the background to sustainability in South Africa, an overview of European sustainable development goals, success and the failure of sustainable development goals, and their implication for the private tertiary education industry. In addition, policies, strategies, and human resource management activities toward environmental and organisational sustainability were stated. Models on sustainability and the framework for green recruitment and selection are also stated. In summary, the proposed operational conceptual framework design for the study, as illustrated in Figure 3.5. is illuminated in this chapter. It highlighted in phases the role of top management, human resource management, and tertiary departments including corporate and service in promoting and sustaining organisational greening towards environmental and organisational sustainability.

CHAPTER FOUR RESEARCH METHODOLOGY AND DESIGN

4.1 INTRODUCTION

The objective of this study is to evaluate green human resource management as an approach to environmental and organisational sustainability, relevant to the specific private higher education institutions studied. Organisational human resources is considered one of the strategic partners and key stakeholders that can have a significant impact on ensuring the firm's ecological and organisational sustainability. Private tertiary institutions can make valuable contributions to training, education, and the conservation of natural resources that have the capacity and potential to impact the greening of a nation. Furthermore, Mtembu (2018:19b) suggests that human resources can contribute to the important cause of sustainable natural resource conservation through organisational greening. In line with Pandey and Pandey (2015: 9), research refers to a search problem that may derive in whole or in part from facts. Pascoe (2014:4) also views research as a scientific activity that uses a logical and systematic approach to uncover new facts or to verify and test outdated facts and to obtain consistencies, correlations, and random propositions in the appropriate context. that is all for the analysis. This chapter provides an overview of the study design and methods, the procedures used to manage the data collection instruments, and the methods used to collect and analyse the data. This chapter also provides information on the need and ways to maintain ethical considerations in this research.

4.2 THE RESEARCH PROBLEM CONTEXTUALISED

Matching to Owosuyi (2015:45), globalisation and industrialisation as well as an increase in human population have led to pressure on the earth's natural resources, such as land, water, minerals, and even air. This pressure on the planet's natural resources has resulted in increased greenhouse gas emissions, global warming, and depletion of the ozone layer. Based on the above statement, there is a growing need in the corporate sector, especially in the private educational sector, to organise businesses to integrate management practices, especially environmental and organisational sustainability, with innovative human resources practices such as green recruitment and selection. However, Darban, Karatepe, and Rezapuragdam (2020:1) suggest that there is insufficient information on the link between green human resource management practices, such as green recruitment and selection, and

environmental/ organisational sustainability in industries such as the private education industry on the african continent. Chaudhary (2020:56) also suggests that there is often a lack of responsibility and awareness among employees on protecting the environment and organisational stability in the workplace. The problem studied in this study is that the specific organisation under study has a recruitment and guidance program for new employees, but does not provide guidance on the work, their environment, and the sustainability objectives of the organisation. Furthermore, there is a lack of will on the part of the management of the organisation under study to offer awareness programs about the green environment, thus leading to the lack of awareness of green environmental practices such as green recruitment and selection -a significant function of green human resource management.

These assertions highlight the non-existence of awareness in green management activities. Thus, through a quantitative research approach, this study evaluated green human resource management by gauging green recruitment and selection as an innovative approach to environmental and organisational sustainability thus propositioning an informed framework on the development, application, and preferment of green human resource management practices such as green recruitment and selection in organisations.

4.3 KEY RESEARCH OBJECTIVES

To address the gap in green human resource management research by exploring green recruitment and selection as an approach to environmental/organisational sustainability, the researcher considered the following focus areas:

- To examine green human resources at a specific private tertiary institution under-study
- To describe factors that enable and constrain green human resources such as green recruitment and selection in leveraging environmental/organisational sustainability at a specific private tertiary institution under-study
- To analyse the effect of the green recruitment and selection practices of human resource management practices on environmental/organisational sustainability at a specific private tertiary institution under-study

- To propose a framework for the development implementation of green recruitment and selection to enhance environmental/organisational sustainability at a specific private tertiary institution under study.

4.4 PRINCIPLES OF RESEARCH DESIGN AND METHODOLOGY

The purpose of the research design is to provide a plan that can accurately assess the causal relationship between independent and dependent variables (Thoemmes and Mohan, 2015:4). Rendering to Deshwal (2016:4), a research design is a planned strategy to be followed to obtain the most meaningful answer to a research question or to achieve a research goal through optimal control of variables. Essentially, the research design interprets research questions as data to be analysed to provide answers to research questions at minimal cost. Neuman (2019:45) proposes that a well-planned and implemented research design allows for the control of variance sources by eliminating, randomising, identifying, or adding variables as part of the research. Cooper and Schindler (2018:4) also consider that the purpose of the formal design of the research is to test a hypothesis or answer a research question. Leavy (2017:4) proposes that research design aims to facilitate research questions, research issues, and objectives, to discuss specific issues, and to provide theoretical and conceptual frameworks that help to understand specific concepts and elements. Research theories can be useful for research.

4.4.1 TYPES OF RESEARCH DESIGN

Conferring to Kirumbi (2018:45), a research design is a set of methods and procedures used in the study. To apply the research concepts used in this study in context, the different types of study models are discussed below.

4.4.1.1 Experimental Research versus Non-Experimental Research

In the research process, two of the widely used research approaches is concern with experimental research and non-experimental research. Wilson and van Ruiten (2013: 4) argue that experimental research is a research process that uses a scientific approach to manipulate one or more control variables and to measure the disadvantages of the dependent variable. Similarly, Driscoll (2017:5) states that experimental research refers to a type of study in which subjects manage one or more control variables and use a scientific approach to measure their effects on subjects. It

is known that control variables can be manipulated. Cooper and Schindler (2018: 4) suggest that non-experimental study projects do not involve the control or manipulation of independent variables. In non-experimental studies, researchers measure variables because they occur naturally, without further manipulation (Griffie, 2012:45).

4.4.1.2 Quantitative Research versus Qualitative Research

According to Sekeran and Bougie (2019:34), both qualitative and quantitative research methods are commonly used and authoritative for researchers. Oranga, and Matere, (2023:4) state that the primary objective of qualitative research is to explore phenomena through non-mathematical data, offering rich, descriptive, and detailed insights. This approach contrasts with quantitative research, which utilizes mathematical data to evaluate and assess theories. Neuman (2019: 45) also notes that qualitative research can be used to uncover trends in thinking and reasoning and to probe questions. Creswell and Creswell (2018:4) argue that quantitative research is used to evaluate research questions by extracting phone data or data that can be converted into useful statistical data. It is used to evaluate ideas, feedback, performance, and other identified variables and to collect data for large samples. Quantitative research uses measurable data to represent facts and uncover research patterns (Sekeran and Bougie, 2019: 4). Following the preceding assertion, the study utilized quantitative research methods. The significance of quantitative research lies in its ability to employ scientific techniques for data collection and analysis, thereby enabling the possibility of generalisation.

4.4.1.3 Exploratory Research, Descriptive Research, and Explanatory Research

Permitting to Schoonenboom and Johnson (2017:40) social scientist employs three distinct types of research projects to examine contemporary real-life situations, establishing a foundation for the application of concepts and theories, as well as the advancement of methodologies. These projects include but are not limited to, exploratory, explanatory, and explanatory research projects. Generally, exploratory research is used to gain a new understanding of a phenomenon to understand and form more precise problems (Edmonds and Kennedy, 2017:4). In addition, Taylor (2016:3) also argued that exploratory research can be very useful in guiding post-study approaches and that understanding the topic can allow researchers to clarify

post-study questions and significantly increase the usefulness of their findings. Neuman (2019) defines descriptive research as a research approach that identifies the population, situation, or phenomenon being examined. It is designed to answer questions about why, why, when, and where. Walliman (2017:3) contends that descriptive research explains and interprets the consequences of these findings by interpreting and segmenting the components of the problem, rather than drawing conclusions. McNabb (2016:85) adds that descriptive data research can be qualitative or quantitative. However, the visualisation of quantitative data is frequently constrained by the rates of repetition and the reliance on summary statistics. (Neuman: 2019:4).

Driscoll, (2017: 4) states that the main purpose of explanatory research is to explain why phenomena occur and to predict future events. Descriptive research, on the other presents research hypotheses that reflect the nature and direction of the interactions between the variables studied. (Leedy and Omrod,2019:3). Descriptive research helps uncover issues that have not been studied before. Such studies provide hard evidence but contribute to a better understanding of the problem (Mailund, 2017:4). In this study, an exploratory research process was applied to develop a green human resource management framework that links the environmental and organisational sustainability of the organisations studied. Therefore, the empirical part of this study adopted a quantitative research approach.

4.5 PRIMARY DATA

Corresponding with Walliman (2017: 4), raw data are the main sources of data that data researchers collect in the first place for a specific research purpose or project. Tarko (2012: 45) mentions that raw data can be collected in several ways. However, the most used techniques are self-directed surveys, interviews, field observations and experiments. Primary data collection is more expensive and time-consuming than secondary data collection. In this study, a closed-ended structured quantitative questionnaire with a 5-point Likert scale was used as the data collection tool for data collection.

4.6 SECONDARY DATA

Neuman (2019: 4) suggests that secondary data refers to information that has been previously collected from primary sources and made available to researchers for their studies. This type of data has been gathered in the past and is utilised for various

research purposes. Meyers, Gamst and Guarino (2016:5) mention that secondary data includes previously collected data and considers repeating for new questions for which data were not collected.

4.7 TARGET POPULATION

In the process of social science research, the target population is concerned with the set of components that survey data used for interpretation. Thus, the target population defines the elements that the results of the survey aim to generalise. Kumar (2014: 34) insists that the target population of research is the general population from which it is sampled. Leedy and Omrod (2019:4) suggest that in studies such as quantitative research, the target population may be too extensive to effectively complete the research process.

Therefore, it is very important to isolate the participants and then make the necessary generalisations about the whole set. For this study aggregated lists of target populations were obtained from the management and human resource management department of the specific private tertiary institution under study ($n = 2200$). Based on the above statement, the researchers numbered each employee alphabetically to select a proportional sample from this group of subjects. Rendering to Taherdoost (2016: 4), the sample size during the study is related to the sample selected from the study population. Thus, the sample of this study ($n = 324$) was made up of employees of the same private higher education institution, which was studied using the calculation table as stated by (Sekaran and Bougie, 2019:3).

4.8 THE SAMPLING PROCEDURE

In research terms, a sample is a group of people, objects, or items drawn from a larger population for measurement. The sample should be representative of the population so that the results of the sample study can be generalised to the population. (Chow, Shao, Wang and Lohnygina, 2017:12). For the target population of ($n= 2,200$ individuals, the ideal sample size of 327 was not achieved due to a lack of responses to the three questionnaires. The methods employed for sample selection are outlined below, with a particular focus on procedural sampling methods.

Table 4.1 SEKARAN AND BOUGIE'S LIST FOR SELECTING A SAMPLE SIZE FROM A GIVEN POPULATION SIZE

N	S	N	S	N	S
10	10	220	140	1 200	291
15	14	230	144	1 300	297
20	19	240	148	1 400	302
25	24	250	152	1 500	306
30	28	260	155	1 600	310
35	32	270	159	1 700	313
40	36	280	162	1 800	317
45	40	290	165	1 900	320
50	44	300	169	2 000	322
55	48	320	175	2 200	327
60	52	340	181	2 400	331
65	56	360	186	2 600	335
70	59	380	191	2 800	338
75	63	400	196	3 000	341
80	66	420	201	3 500	346
85	70	440	205	4 000	351
90	73	460	210	4 500	354
95	76	480	214	5 000	357
100	80	500	217	6 000	361
110	86	550	226	7 000	364
120	92	600	234	8 000	367
130	97	630	242	9 000	368
140	103	700	248	10 000	370
150	108	750	254	15 000	375
160	113	800	260	20 000	377
170	118	850	265	30 000	379
180	123	900	269	40 000	380
190	127	950	274	50 000	381
200	132	1 000	278	75 000	382
210	136	1 100	285	1 000 000	384

Source: Sekaran and Bougie (2019:268).

4.8.1 Probability versus Non-Probability Sampling

In the social science research process, two broad categories of sampling methods are widely used, namely probability and non-probability sampling methods. Matching to Biagini and Campanino (2016:4), the method of probability selection is based on the concept of random selection, a selection procedure that guarantees a known probability of selection for each element in a set. In some cases, simple random sampling is used when a population is misidentified. In other cases, concluding a sample of a population may not be very interesting. The primary reason for employing non-probability sampling methods is that they are typically more cost-effective and can be conducted more quickly than probability sampling procedures (Neuman,2019:4). In line with the preceding assertion simple random sampling method was used in this study. According to Collis and Hussey, (2018:4) simple random sampling involves using a table with random numbers to select a random sample from a sampling frame. Referring to Cooper and Schindler (2018:2), in simple random sampling, each element of the population could have an equal and independent approach to sampling. For this purpose and in the sampling literature, simple random sampling was considered appropriate because, as mentioned above, each member of the sampling set has an equal chance of being selected (Walliman, 2017: 224).

4.8.2 Importance of Simple Random Sampling

Simple random sampling is a widely utilised method in research studies. In this approach, a convenience sample is drawn from a group of individuals who share common interests, and participants for the study are selected from this group (Bhardwaj, 2019:4). The advantages of simple random sampling are that:

- The sample consists of employees with a minimum of years of work experience to understand issues such as the one under study.
- The respondents able to understand the terms and concepts used in the question paper and get a better education on higher performance issues.

Simple random sampling offers the advantage of collecting data very quickly and the environment will be controllable, hence making a good case for an acceptable response rate (Biagini and Campanino,2016:34).

4.8.3 Simple Random Sampling Procedure

Simple random sampling provides the basis for more complex sampling methods. To perform simple random sampling, the researcher must first prepare a complete list (sampling frame) of all members of the population of interest. In the application of simple random sampling, Rahi (2017:5) states that the researchers created a list of numbers for each sample and used a computer to generate different numbers when dealing with large samples; this would provide them with a population list for the research project. When a simple random sample is drawn without introducing any bias to the researcher, computer analysis and expressions of numbers are used to select members of the population to sample. Respondents in the population ($n = 324$) are randomly selected using a random generator or random number so that each person in the population ($n = 324$) is equal to being selected as a model. (Walliman,2017:3).

4.9 SELECTION OF THE SAMPLE

Saunders, Lewis, and Thornhill (2018:158) state that the selection of a bigger sample produces significant statistical results for generalisations and eliminates sampling errors. Premised on the preceding assertion and in choosing to sample in this study, a list of all the employees working in the private tertiary institution under study was done and then the researcher divided the sampling population into two subgroups based on gender (male and female). Under each subgroup, half of the sample size was selected randomly using simple random sampling. This sampling technique was appropriate because of the heterogeneity of the private tertiary institution under study. The researcher considered the demographics of private tertiary institutions and the multicultural aspect of private tertiary institutions comprising of Africans, Indians, Coloured, and Whites; employees from Southern African Development Community (SADC) countries, non-SADC, and other continents (Europe, Asia, America). In addition, a sequential number assigned to each employee serves as the sampling plate. Hence, a random number generator was used to select the sample ($n=324$), using the sampling frame ($n=2200$).

4.10 MEASURING INSTRUMENT

The data collection process is one of the most important aspects of the research process. Saunders, Lewis, and Thornhill (2018:145) suggest that research instruments are measurement tools for research that need to be reliable and valid. For

this study the survey research strategy was employed this process was supported by a questionnaire. Flick (2018:23) emphasizes the importance of carefully designing surveys by considering factors such as the type of question, text type, style, and section. In line with the preceding assertion, a designed questionnaire (annexure B) was used to collect data.

Equally important a pilot study was conducted on ($n=20$) participants of the target population who were not originally part of the sampling population outcomes and did not reveal any area that required any amendment.

4.10.1 Brief Perspectives on the Use of Questionnaires

Corresponding to Creswell and Creswell (2018:34), a questionnaire refers to a research tool that includes questions that collect important information about the topic from one or more respondents. Leavy (2017:4) emphasises the importance of research by saying that research is an effective tool to measure the attitudes, beliefs, behaviours, thoughts, feelings, and emotions that many people think about a particular person or subject. Taylor (2016: 45) suggests that while the results of the research are easy to evaluate, most of the studies are large and the answers can be analysed quickly. Cohen, Manion, and Morrison (2018:45) point out that a formal questionnaire generally has the following features:

- prearranged words and order of questions, to confirm that each respondent receives the same motivations.
- proposed descriptions or descriptions for each question, to confirm interviewers handle questions constantly and can answer respondents' requirements for interpretation if they occur.
- specified response arrangement, to allow rapid conclusion of the questionnaire during the questioning process.

4.10.2 Procedures Followed in Developing the Measuring Instrument

Agreeing with Schmiedel, vom Brocke, and Recker (2014:45), developing a valid and reliable questionnaire requires several time-consuming steps. In this study, the proposed five steps involved in developing and testing the questionnaires were used. Leedy and Ormrod (2019:45) indicate that each step is contingent upon the successful completion of the preceding step before advancing to the next one. In line with the

preceding assertion, Leavy (2017:45) indicates that the first step involves examining the background of the study, including a review of its aims, objectives, research questions, and hypotheses. Additionally, it is important to identify the target audience, assess their level of knowledge specifically in terms of reading and accessibility including the understanding methods employed for selecting respondents (samples and the public). It is necessary to understand the problem well by reading literature and lectures. In this case, it is important to properly prepare and understand the background level to begin the second level of consideration of the questionnaire. In this context, Babbie (2016:3) asserts that after the research is well understood, the next step is to write a question/question. At this stage, the content (in the text/theoretical framework) becomes propositions/questions and links are also made between research objectives and meaningful interpretations. Leavy (2017:26) states that format and data analysis, focus on writing statements/questions, selecting appropriate indicators, survey layout, formatting, questions, size, format and background, and presentation of information. A scale is a tool used to measure a person's response to a variable. It is important to understand the relationship between the level of measurement and the impact on data analysis. (Leedy and Omrod,2019: 12).

By the assertion, the next phase of the questionnaire development took into consideration validity. Hence Evans, Gruba, and Zobel (2014:45) stated that drafting a questionnaire can be viewed as ready for establishing validity a process concerned with the amount of systematic or established measurement error. However, Creswell, and Creswell, (2018:45) equally state that the type of validity (content, construct, criterion, and face) to use depends on the objectives of the study. Creswell and Plano Clark (2018:14) recommend that the following questions be regarded in this category:

- Is the questionnaire valid? In other words, does the questionnaire measure what they measure?
- Show content? Is it suitable for the sample/population?
- Is the questionnaire large enough to be collected?

Following the preceding statement, validity for the questionnaire was ensured through the application of content validity its application is averred in (4.13). Establishing reliability, in this final step, the reliability of the questionnaire was carried out using a

pilot study. According to Leavy (2017:18), reliability pertains to the presence of random error in measurement. It reflects the accuracy and precision of the measuring instrument, as noted by Magee and Jones (2012:23). The pilot test seeks to answer the question: does the questionnaire consistently measure whatever it measures? Creswell and Creswell (2018:4) indicate that reliability can be established through a pilot test, which involves collecting data from 20 to 30 subjects who are not part of the primary sampling population but are representative of the target population. The outcome of such a process is premised on the fact that the reliability coefficient (α) should range from 0 to 1, with 0 representing an instrument full of error and 1 representing a total absence of error. The reliability for this study was ($\alpha = 0.741$, $n = 15$) a reliability coefficient (α) of .70 or higher is considered acceptable reliability (Babbie, 2016:3).

4.10.3 Advantages of a Structured Questionnaire

Batarseh and Harb (2018:45) consider questionnaires to be an impersonal method. Thus, questionnaires have the advantage of providing a standardised sequence of questions and fixed or standardised instructions for recording responses. Another important benefit of using questionnaires was identified by Saris and Galhofer (2007: 34) suggesting that a careful trial-testing of a questionnaire helps respondents to understand the questions during administration.

4.10.4 Design of the Questionnaire

According to Leedy and Omrod (2019:4), an effective questionnaire facilitates the achievement of research objectives by yielding complete and accurate information. It should be designed to be user-friendly for both interviewers and respondents, while also being robust, interpretable, and concise. In the development of the questionnaire, the researcher implemented a systematic approach that included determining the content of the questions, crafting the wording, arranging the order of the questions, assessing the overall length, conducting a pre-test, and finalizing the questionnaire.

For this study, a questionnaire using a Likert scale comprising five choices ranging from (1) Strongly agree, (2) Agree (3) Uncertain, (4) Disagree (5) Strongly Disagree was used (as depicted in Annexure B). Likert scales are widely used in science; a scale that asks participants to rate how much they agree or disagree with statements about a character or object. (Du Plooy-Cilliers, Davis, and Bezuidenhout, 2014:159).

All respondents answered the twenty (25) questions in the questionnaire, which was divided into three sections namely: Section A: demographics information of respondents; Section B: developing green human resource management /green recruitment and selection and the factors that enable and constrain green in leveraging environmental/organisational sustainability; Section C: The effect of the green human resource management on environmental/organisational sustainability, and a framework on the implementation of green human resource management activities on enhancing environmental/organisational sustainability.

4.10.5 Coding the Questionnaire

The structured questionnaire was accompanied by pre-coded questions about the implementation of a given alternative. Bestowing to Creswell and Creswell (2018: 56), coding is the practical ability to assign short and precise values to important data collected through questionnaires or other forms of research. Irwing and Hughes (2018:45) reported that adding pre-coded questions to the questionnaire made data collection easier because study participants had to round out the numerical codes in each description of the Likert scale.

4.10.6 An Outline of the Final Questionnaire

The research tools used in this study included a cautiously pre-coded structured questionnaire to expedite participants' maximum responses when obtaining detailed information. The questionnaire (Annex C) consisted of 25 questions and included the following parts:

Figure 4.2 OUTLINE OF THE FINAL QUESTIONNAIRE

Section A: Demographic information of Respondents.
Section B: Examine Green Human Resource Management /Green Recruitment and Selection and the Factors that Enable and Constrain Green Recruitment and Selection in leveraging Environmental/Organisational Sustainability.
Section C: The Effect of Green Human Resource Management Practices on Environmental/ Organisational Sustainability and a Framework on the Implementation of Green Human Resource Management Activities on Enhancing Environmental/Organisational Sustainability.
The above was guided by the below hypothesis:

1. H1: Green Recruitment and Selection has a positive and significant effect on Environmental Consciousness.
2. H2: Green Recruitment and Selection has a positive and significant effect on Sustainable Leadership.
3. H3: Environmental Consciousness has a positive and significant effect on Sustainable Leadership.

Moreover, a brief explanation by the researcher was underscored to emphasize an appreciation of the concepts in the context of the topic covered in the study.

4.10.7 The Covering Letter

A covering letter (Annexure A) addressed to the research respondent outlining the importance of the study, the aim of the study, and the value of their participation were done for this study. Included in the letter was a process to augment the return rate, this was done by reinforcing and assuring the confidentiality and anonymity of respondents to relieve any apprehension.

4.11 PILOT TEST

Premised on the social sciences research process, pilot studies are an important process that is essential for the adequacy of research methods and tools, especially when they involve large-scale studies. Based on the above considerations, and in conferring to Leedy and Omrod (2019:3) a pilot study is a preliminary study that involves conducting an initial investigation to assess the viability of a project and to inform the development of the main research initiative. Neuman (2019: 9) argues that pilot testing is a necessary or preparatory step in applied intervention research. Sekeran and Bougie (2019: 4) consider that the results of pilot studies may indicate the feasibility of future studies to detect changes in research tools. The questionnaires in this study were pilot tested on a sample of ($n=20$) respondents who were not part of the initial set but part of the target population to determine the feasibility of the study the need for procedural changes and the protocol chosen for the study data set. Corresponding to the pilot test results, no changes to the questionnaire were required.

4.12 VALIDITY AND RELIABILITY OF THE MEASURING INSTRUMENT

Saunders *et al.* (2018:102) suggest that the research process needs to be acknowledged as being able to respond to the aims and objectives of a study and at least reduce the possibility of generating research bias. This means an emphasis must be placed on two important areas of the research design: Validity and Reliability.

Sekaran and Bougie (2019:3) opine that validity is concerned with the extent to which a measure adequately represents the underlying construct that it is supposed to measure. According to Blaikie (2018:15), the primary types of validity include, but are not limited to, content validity, face validity, construct validity, and criterion validity.

- Content validity: Applied when researchers want to know if a tool adequately covers everything a variable is supposed to affect. In other words, does the tool cover the entire domain associated with the variable or structure it is supposed to measure?
- Face validity: a subset of content validity is type of validity, where experts are asked to share their views on how the measurement tool was designed.
- Construct validity: refers to the ability of the researcher to make inferences about test results related to the concept under study.
- Criterion validity: denotes the degree of correlation between a research instrument and other instruments that measure the same variable.

Validity in this study was ensured through the logical justification of each question concerning the aims and objectives of the study. Content validity covers the complete content of the research topic including the research aims and objectives that will be applied. Reliability, on the other, is concerned with the correlation between research measures, or the degree to which the same dimension is measured each time it is applied to the same subject at the same time. Leedy and Omrod (2019:7) emphasize that psychologists recognize two forms of reliability: test-retest reliability and internal consistency.

- Test-retest reliability is a typical test that involves administering the same test to participants at two different times. External reliability is ensured if the same or similar results are obtained in the study.

- Internal consistency: is concerned with the same characteristic of a test or procedure is the degree to which it measures skill or performance. It is a measure of inter-observer or inter-rater accuracy used in research. This type of reliability often helps researchers interpret the data and estimate the limits of the results of the scores and the relationships between the variables in the pilot study.

O’Keeffe, Donnelly, and MacDonncha (2020:56) assert that reliability is usually estimated using internal consistency the relationship/correlation between different results of a test, or instrument. For reliability, internal consistency reliability which is a measure of consistency between different items of the same construct was applied. In addition, Cronbach’s alpha was used to calculate and test the reliability of the research instrument.

4 .13 DATA COLLECTION METHOD

The distribution of the survey approach was the key to the data collection process applied in this study. The evaluating instrument used is self-administered questionnaires that entailed closed-ended questions and nominal five-point Likert scale questions ranging from 1 (Strongly disagree) to 5 (Strongly agree).

4.13.1 Self- Self-Administered Questionnaire

A self-administered questionnaire was used as a data collection tool to collect data from university students. The questionnaire had both closed and Likert-scale questions. The penchant for a self-administered questionnaire is premised on the fact that respondents can complete them without help. In addition, it was considered a cheap and faster way of reaching out to a larger sample. The questionnaire was a built-in configuration with the research objectives. The questions presented in the questionnaire helped gather information on green human resource management and practices such as green recruitment and selection and the section as an innovative approach to environmental and organisational sustainability.

4.14 ETHICAL CONSIDERATIONS

Agreeing with Neuman (2019:145), ethical issues are important in the research process. In other words, ethics shows what needs to be done and what needs to be done wrong in terms of research integrity (Leavy,2017:5). In this regard, an application for permission from a private tertiary institution university to conduct research was done. In this study, the researcher found the following moral issues important:

4.14.1 Anonymity and Confidentiality

Corresponding to the research process in the social sciences, anonymity and confidentiality are very important issues. Both concepts are considered to ensure that study participants are not disclosed during the data collection process. Cooper and Schindler (2018:34) suggest that anonymity helps protect respondents' privacy and prevent harm. It should be noted that the data are provided by the individual participants at the beginning of the research process in the social sciences. It is therefore important that the information collected is kept secure and confidential and is disclosed to third parties only with the direct consent of the person from whom the information was obtained. Similarly, Collis and Hussey (2018:9) consider that confidentiality means that information collected from study respondents is used only by researchers or people in the research team. Based on this fact, the anonymity and confidentiality of this study are guaranteed by prior consent, and it is stated that the purpose of the study and the information collected will be used only for academic purposes. At the very least, it is important that respondents ensure their voluntary participation, as described in the informed consent form.

4.14.2 Informed Consent

The ethical considerations from the Durban University of Technology were recognised. Generally, students engaged in academic post-graduate research at the Durban University of Technology are obliged to complete various PG (post-graduate) documents as part of the research process. These documents include PG2 a form that represents a research proposal that needed to be approved by the Faculty Research Committee (FRC) and the Institutional seventy-two (72) Research Ethics Committee (IREC) before the commencement of the research. Included in the PG2a form was also a section that deals with issues of ethical clearance, including obtaining “gatekeeper” permission which, based on this study, was requested from the

management of a private tertiary institution in Durban. On the part of the researcher, a letter of informed consent (Appendix D) to the respondents guaranteeing them that involvement in the prospective research is voluntary and explaining the research aims and objectives was given. Subsequently, The IREC gave written permission to continue with data collection. This highlights how ethics was ensured regarding ethical consideration on the part of the Durban University of Technology.

4.15 CODING AND EDITING

Rendering to Neuman (2019:45), in research coding is concerned with the method of assigning symbols (or) letters or numbers or (both) to the answers so that the answers can be classified or categories, thus taking advantage of good analysis of the data. Sekeran and Bougie (2019: 45) suggest that possible answers to questions should be pre-coded, as coding decisions should usually be made during the design phase of the question itself. Data processing, on the other hand, is the process of verifying the underlying data for errors and omissions, reading them where possible, and correcting them to ensure completeness. Ratner (2017:45) argues that the purpose of data processing is to present the trial, completeness, reliability, and consistency of data. In this study, each final statement was verified to ensure compliance with the completeness criteria. The findings were recorded in an excel spreadsheet to generate appropriate data for statistical analysis. For this study, each finalised return was examined to confirm that the criteria set for comprehensiveness were observed. Subsequently, the questionnaire responses were captured on an excel spreadsheet to form data suitable for statistical analysis.

4.16 ANALYSIS OF THE DATA

Standardised multiple regression as stated by Reid (2019:45) is an adjunct to simple linear regression. Used when a researcher wants to calculate the value of a variable based on the values of two or more other variables. The data collected from the responses was analysed with SPSS version 29.0. The results are presented using applicable statistical measures encompassing factor analysis and structural equation modelling (SEM) techniques. Inferential techniques which include the use of correlations and chi-square test values, which are interpreted using the p-values were employed. The traditional approach to reporting a result requires a statement of

statistical significance. A p-value is generated from a test statistic. A significant result is indicated with $p < 0.05$

4.17 CONCLUSION

This chapter described the design of the study, the set of targets, and how the samples were selected. Data analysis capabilities for simple generation of random numbers for staff from specific private universities were studied. Furthermore, the selection methods used, the descriptions and methods of processing the questionnaires, as well as the methods of data collection were discussed. The adequacy and reliability of the structure have been carefully checked. The pilot study showed the real advantage of high reliability because Cronbach's alpha test provided very high reliability values for the survey. The following chapters provide an overview of the data analysis and a discussion of the results.

CHAPTER 5 STATEMENT OF FINDINGS, INTERPRETATION AND DISCUSSION OF THE DATA

5.1 INTRODUCTION

This chapter presents the results and discusses the findings obtained from the questionnaires in this study. The questionnaire was the primary tool that was used to collect data and was distributed to 327 participants. The data collected from the responses was analysed with SPSS version 29.0. The results present the descriptive statistics in the form of graphs, cross-tabulations and other figures for the quantitative data that was collected. Inferential techniques include the use of correlations and chi-square test values, which are interpreted using the p-values. The traditional approach to reporting a result requires a statement of statistical significance. A p-value is generated from a test statistic. A significant result is indicated with " $p < 0.05$ ".

5.2 THE SAMPLE

In total, 327 questionnaires were dispatched and 324 were returned which gave a 99.08% response rate.

5.3 THE RESEARCH INSTRUMENT

The research instrument consisted of 25 items, The questionnaire measured various themes as identified and these are illustrated below:

- A Green Recruitment and Selection
- B Environmental Consciousness
- C Sustainable Leadership

5.4 RELIABILITY STATISTICS

The reliability and validity of the scales used in the research are important to achieve good results in the research (Surucu & Maslakci 2020:1). Reliability is computed by taking several measurements on the same subject. A reliability coefficient of 0.60 or higher is considered “acceptable” for a newly developed construct.

The table below reflects the Cronbach’s alpha score for all the items that constituted the questionnaire.

TABLE 5.1 CRONBACH ALPHA SCORE

	Section	Number of Items	Cronbach's Alpha
B	Green Recruitment and Selection	7	0.856
C	Environmental Consciousness	7	0.844
D	Sustainable Leadership	7	0.785
All items included		21	0.918

The Cronbach’s alpha values for all sections surpass the recommended threshold, indicating a satisfactory level of internal consistency and reliability. These scores demonstrate that the items within each section of the questionnaire consistently measure the intended constructs, thereby ensuring the reliability of the research findings.

5.5 FACTOR ANALYSIS

According Tavakol and Wetzel (2020:4) factor analysis is a statistical technique used to identify underlying relationships between variables in a dataset. It aims to reduce a large set of observed variables into a smaller number of unobserved variables, known

as factors, which capture the underlying patterns or dimensions within the data. By grouping correlated variables together, factor analysis simplifies data complexity, making it easier to interpret and understand the structure of the data. This method is particularly useful in the development and validation of measurement instruments, such as surveys or questionnaires, as it helps to confirm whether the items within these instruments accurately represent the constructs they are intended to measure. Through factor analysis, researchers can ensure that their constructs are both reliable and valid, thereby enhancing the overall quality and robustness of their research findings.

The matrix table/s is preceded by a summarised table that reflects the results of KMO and Bartlett's Test. The KMO and Bartlett's Test table below shows two tests that indicate the suitability of data for structure detection. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in the variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with the data. If the value is less than 0.50, the results of the factor analysis probably will not be very useful. Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with the data.

Factor analysis is done only for the Likert scale items. Certain components are divided into finer components. This is explained below in the rotated component matrix.

5.6 KMO and BARTLETT's TEST

	Section	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
			Approx. Chi-Square	df	Sig.
B	Green Recruitment and Selection	0.840	1020.444	21	< 0.001
C	Environmental Consciousness	0.825	1105.326	21	< 0.001
D	Sustainable Leadership	0.774	875.239	21	< 0.001

All the conditions are satisfied for factor analysis. That is, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value should be greater than 0.500 and the Bartlett's Test of Sphericity sig. value should be less than 0.05.

5.7 ROTATED COMPONENT MATRIX

B	Component	
	1	2
My application for employment at the private tertiary institution was based on green issues.	0.099	0.879
During the interview questions on environmental management and sustainability was asked.	0.257	0.843
Green/environmental issues were addressed during the induction/orientation process.	0.609	0.560
Green/ environmental issues were included in my job description	0.791	0.261
Training on green recruitment and selection increases organisational awareness, skills and expertise in terms of environmental/organisational sustainability.	0.851	0.106
Job description and Specification includes environmental concerns.	0.792	0.207
Selection of applicants who are sufficiently aware of greening to fill job vacancies enhances the success of green recruitment and selection.	0.772	0.168

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalisation.

a. Rotation converged in 3 iterations.

C	Component	
	1	2
Environmental-oriented culture improves environmental/organisational sustainability.	0.044	0.882
Providing environmental training to organisational members increases environmental awareness and leverages environmental/organisational sustainability.	0.185	0.881
Organisations with environmentally conscious employees can reap substantial benefits in terms of environment/organisational sustainability.	0.566	0.604
Organisations with environmentally conscious employees can reap substantial benefits in terms of environment/organisational sustainability.	0.763	0.263
Green recruitment and selection wastage, optimum utilization of resources, safeguarding of energy and reducing the causes of environmental degradation.	0.853	0.169
Environmentally concerned new jobs endeavour to protect the environment and environmental/organisational sustainability.	0.879	0.094
The environmental performance of the company attracts highly qualified employees.	0.824	0.081

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

D	Component	
	1	2
Lack is green human resource management policy impacts environment/organisational sustainability.	0.253	0.729
Integrating green human resource management practices promotes corporate social responsibility towards environment/organisational sustainability.	0.288	0.694
Linking employee core competencies to green recruitment and selection increases productivity and reduces cost in terms of environmental/organisational sustainability.	0.872	-0.027
Recruitment messages include environmental behaviour/commitment criteria to increase environmental/organisational sustainability.	0.910	0.132
Jobs positions designed to focus exclusively on environmental management aspects of the organisation attract and maintain top green talent.	0.736	0.429
Non-monetary and monetary rewards based on environmental achievements increase environmental/organisational sustainability.	0.506	0.553
Introducing rewards for innovative environmental initiatives/performance increases environmental/organisational sustainability.	-0.199	0.730

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalisation.

a. Rotation converged in 3 iterations.

The principal component analysis was used as the extraction method, and the rotation method was Varimax with Kaiser Normalisation. This is an orthogonal rotation method that minimizes the number of variables that have high loadings on each factor. It simplifies the interpretation of the factors. Factor analysis/loading shows inter-correlations between variables. Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the various components.

It is noted that the variables that all sections loaded along 2 components (sub-themes). This means that respondents identified different trends within the section. Within the section, the splits are colour coded. The suggested subtheme names are indicated below:

Section B: Green Recruitment and Selection

Component 1: Institutional Integration of Environmental Practices

- This sub-theme captures the items related to how environmental concerns are incorporated within job descriptions, training, and the selection process. High loadings on this component suggest that these items are reflective of the institution's efforts to embed environmental practices into its structural and procedural frameworks.

Component 2: Environmental Considerations in Recruitment Processes

- The items loading on this component pertain to the specific actions taken during the recruitment process, such as the emphasis on green issues during applications and interviews. This sub-theme reflects the degree to which environmental considerations are highlighted during the initial stages of recruitment.

Section C: Environmental Consciousness

Component 1: Environmental Impact and Resource Management

- This sub-theme includes items that discuss the optimization of resources, reduction of environmental degradation, and creation of environmentally conscious job roles. The high loadings suggest that these items are concerned with the practical aspects of environmental consciousness and its impact on sustainability.

Component 2: Organisational Culture and Training in Sustainability

- The items loading strongly on this component focus on the role of organisational culture and training in fostering environmental awareness and sustainability. This sub-theme reflects the emphasis on cultivating an environmentally conscious culture within the organisation through training and awareness programs.

Section D: Sustainable Leadership

Component 1: Strategic Integration of Green Practices

- This sub-theme includes items related to the strategic incorporation of green recruitment and selection processes, and the linkage of these practices to productivity and cost reduction. High loadings indicate that these items represent the alignment of green practices with organisational strategy and leadership.

Component 2: Reward and Policy Framework for Sustainability

- The items loading on this component pertain to the establishment of rewards and policies that promote environmental sustainability. This sub-theme highlights the significance of recognising and incentivising sustainable practices within the organisation, as well as the impact of having or lacking a green human resource management policy.

These sub-themes provide a structured interpretation of the data, aligning with the underlying factors identified in the analysis and offering clear insights into the different dimensions of green practices, environmental consciousness, and sustainable leadership within the organisation.

5.8 EXPLANATION AND INTERPRETATION OF AVE AND CR

The table below summarises the AVE and CR for the different sub-themes and overall construct.

	B1	B2	C1	C2	D1	D2
AVE	0.876	0.852	0.887	0.875	0.879	0.773
AVE (weighted)	0.869		0.884		0.819	
CR	0.763	0.861	0.777	0.882	0.839	0.676

CR (weighted)	0.791	0.807	0.746
Overall CR	0.781		

Average Variance Extracted (AVE): AVE is a measure used to assess the amount of variance captured by a construct in relation to the amount of variance due to measurement error and it is calculated by taking the average of the squared loadings of the items associated with the construct, which indicates how much of the variation in the items is explained by the latent construct (Santos & Cirillo 2021:15). A higher AVE indicates that the construct explains more variance in its indicators, suggesting good convergent validity. Typically, an AVE of 0.50 or higher is considered acceptable, meaning that the construct explains at least 50% of the variance in the indicators.

Composite Reliability (CR): CR is a measure of the internal consistency of the indicators measuring a construct, like Cronbach's alpha but considered more accurate in the context of structural equation modelling. (Cheung, Cooper-Thomas, Lau, & Wang, 2024:4). It assesses the degree to which the indicators of a construct are consistent with one another. Furthermore, Lin, Huang, Othman, and Luo (2020:90) state that composite reliability is calculated by summing the squared loadings of each indicator for the construct and dividing by the sum of the squared loadings plus the sum of the error variances of the indicators. A composite reliability value of 0.70 or higher is generally considered acceptable, indicating good reliability.

5.9 INTERPRETATION OF VALUE AND IMPLICATIONS:

AVE Values:

- **B1 (0.876), B2 (0.852), C1 (0.887), C2 (0.875), D1 (0.879), and D2 (0.773):** These AVE values are all well above the threshold of 0.50, indicating that each construct explains a substantial amount of variance in its indicators. This suggests good convergent validity across all components, meaning that the items within each construct are indeed representative of the underlying latent variable they are intended to measure.

Weighted AVE:

- **B1 (0.869), C1 (0.884), and D1 (0.819):** These weighted AVE values consider the relative importance or weight of each item within the construct. The high

weighted AVE values confirm the strong convergent validity of these constructs even when the weights of individual items are considered.

CR Values:

- **B1 (0.763), B2 (0.861), C1 (0.777), C2 (0.882), D1 (0.839), D2 (0.676):** The CR values indicate good internal consistency for most constructs, with all but D2 exceeding the threshold of 0.70. This suggests that the items within these constructs are consistently measuring the same underlying concept. The slightly lower CR value for D2 (0.676) indicates that the internal consistency for this construct is marginally below the ideal threshold, which may warrant further examination or potential refinement of the items in this construct.

Weighted CR:

- **B1 (0.791), C1 (0.807), and D1 (0.746):** The weighted CR values reflect the internal consistency of the constructs after accounting for the weights of individual items. These values, all above 0.70, confirm that the constructs are reliably measured, even when the relative importance of each item is considered.

Overall CR (0.781):

- The overall CR value of 0.781 indicates that, on average, the constructs in the model have good reliability. This suggests that the measurement model is robust and that the constructs are consistently measured across the different components.

Implications:

The high AVE values across the board indicate that the constructs are well-defined and capture a substantial amount of variance in the associated items, confirming good convergent validity. The CR values suggest that most constructs have good internal consistency, although the slightly lower CR for D2 might require further investigation to ensure reliability. Overall, the measurement model appears to be strong, with reliable and valid constructs that are well-suited for further analysis.

5.10 SECTION ANALYSIS

The section that follows analyses the scoring patterns of the respondents per variable per section. The results are first presented using summarised percentages for the

variables that constitute each section. Results are then further analysed according to the importance of the statements.

To determine whether the scoring patterns per statement were significantly different, a Binomial Test p-value (cut-off = 3.0) was done. The null hypothesis claims that similar numbers of respondents scored above 3.0 as there were who scored below. The alternate states that there is a significant difference between the levels of agreement and disagreement.

The results are shown in the table.

The highlighted sig. values (p-values) are less than 0.05 (the level of significance), it implies that the distributions were not similar. That is, the differences between the way respondents scored (agree, neither agree nor disagree, disagree) were significant.

5.10.1 SECTION A: BIOGRAPHICAL DATA

Section A of this chapter presents the biographical data of the respondents, providing a detailed overview of their demographic characteristics. This section is essential as it offers context to the study, allowing for a deeper understanding of the sample population. By examining variables such as age, gender, length of service, and current position within the organisation, this section sets the stage for subsequent analyses by highlighting the diversity and background of the participants. Understanding these demographic factors is crucial as they may influence the responses given in later sections and contribute to the interpretation of the study's findings. The biographical data is presented in a descriptive format, using tables and charts to ensure clarity and ease of comprehension.

Table 5.2 BIOGRAPHICAL DATA (n=324)

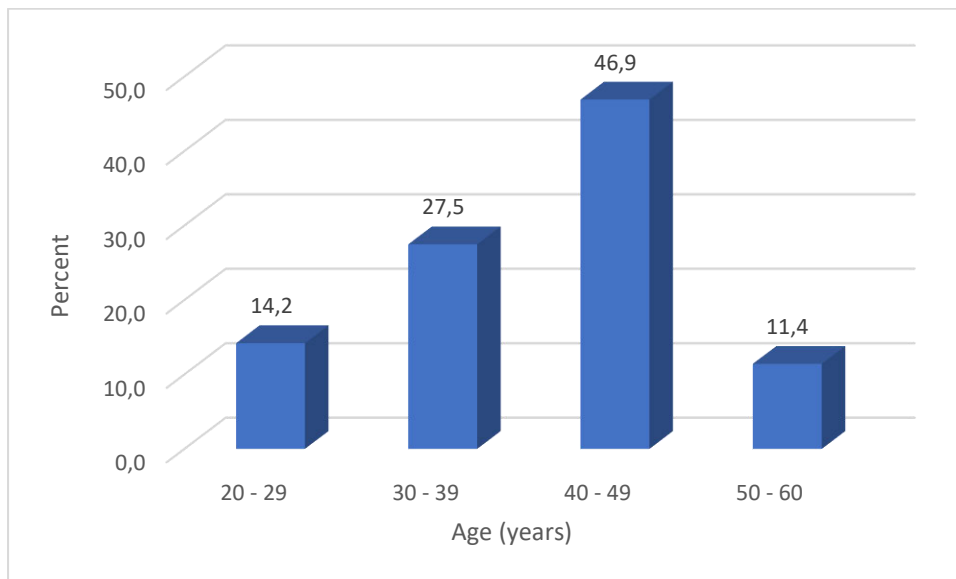
The table below describes the gender distribution

	Frequency	Percent
Female	162	50.0
Male	162	50.0
Total	324	100.0

Overall, the ratio of males to females is 1:1 (50.0% : 50.0%) ($p = 1.00$).

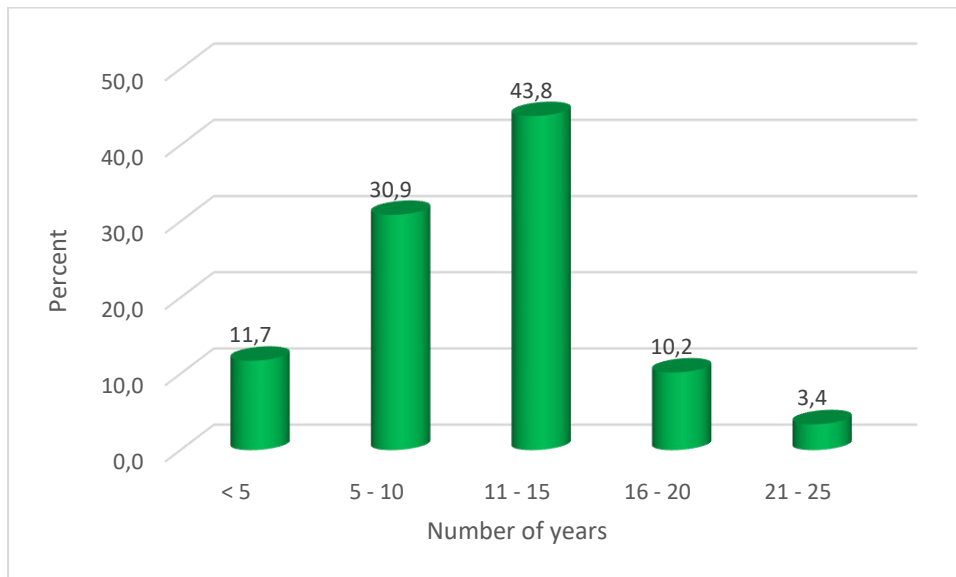
The ages of the respondents are shown in the figure below.

FIGURE 5.1 RESPONDENTS AGE



The age distribution of the respondents shows a predominant representation of the 40-49 age group, which comprises 46.9% of the sample ($n = 152$). This suggests that a significant portion of the respondents are in their mid-career stage, likely bringing substantial experience and maturity to their roles. The second largest age group is the 30-39 category, making up 27.5% of the respondents ($n = 89$). This group represents a younger, yet experienced cohort, possibly in the early to mid-stages of their professional careers. The 20-29 age group accounts for 14.2% of the sample ($n = 46$), reflecting a smaller but noteworthy proportion of younger individuals who may be in the early stages of their careers. Lastly, the 50-60 age group constitutes 11.4% of the respondents ($n = 37$), indicating a presence of more senior professionals approaching the latter stages of their careers. This distribution highlights a diverse age range within the sample, providing a comprehensive view across different career stages. The age distributions are not similar as there are more respondents older than 40 years ($p < 0.001$). Mutezo (2015:45) suggests that an employee's results constantly change throughout his working life due to many factors such as increasing knowledge, decreasing knowledge over time, age-related physical and mental skills, and care. Therefore, it is important to observe the age difference when examining this condition. The figure below indicates the length of service of the respondents.

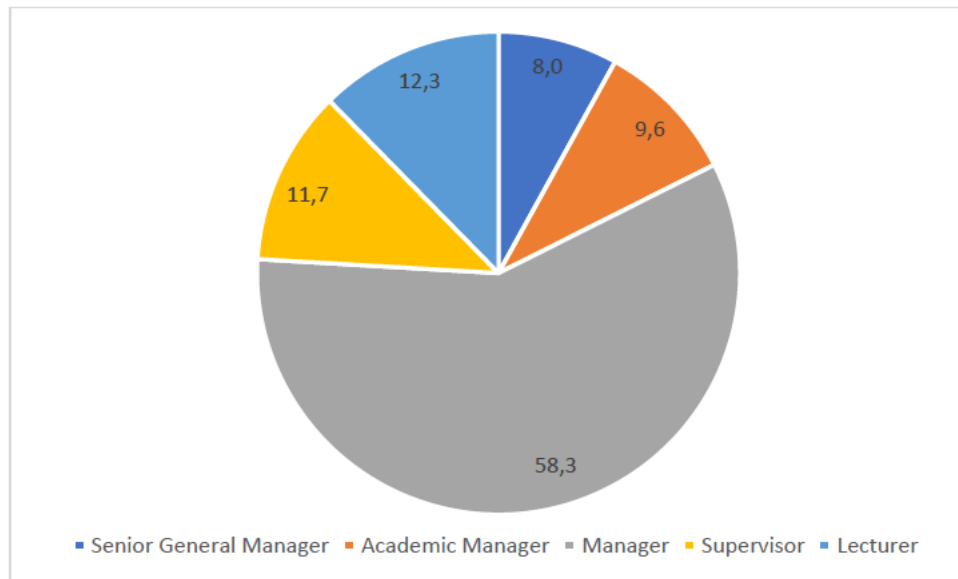
FIGURE 5.2 RESPONDENTS LENGTH OF SERVICE



The distribution of respondents based on their length of service with the institution reveals a predominant representation within the 11-15 years range, comprising 43.8% of the sample ($n = 142$). This suggests that a significant portion of the respondents have considerable experience and long-term engagement with the organisation, potentially contributing to a deep understanding of its practices and culture. The second most common range is 5-10 years, accounting for 30.9% of the respondents ($n = 100$), indicating a substantial group of individuals who have also accumulated a meaningful duration of experience. The <5 years category represents 11.7% of the respondents ($n = 38$), reflecting a smaller but important group of newer employees who may bring fresh perspectives to the organisation. Those in the 16-20 years range constitute 10.2% of the sample ($n = 33$), showing a dedicated cohort with significant long-term commitment. Lastly, the 21-25 years category comprises 3.4% of the respondents ($n = 11$), representing a group of highly experienced individuals nearing the end of their careers with the institution ($p < 0.001$). This distribution highlights a diverse range of tenure among respondents, providing insights into the varying levels of experience within the organisation.

The figure below indicates the positions that respondents hold in their organisations.

FIGURE 5.3 RESPONDENT POSITION



The distribution of respondents by their current positions within the institution reveals a significant concentration in managerial roles. Specifically, 58.3% of the respondents ($n = 189$) are Managers, indicating that a substantial portion of the sample holds middle management responsibilities, potentially overseeing key operational aspects within the institution. Lecturers represent 12.3% of the respondents ($n = 40$), highlighting the presence of academic professionals focused on teaching and research activities.

Supervisors make up 11.7% of the sample ($n = 38$), suggesting a group involved in overseeing specific teams or departments, playing a crucial role in the daily operations. Academic Managers account for 9.6% of the respondents ($n = 31$), indicating a smaller, yet important, leadership group responsible for academic administration and curriculum management. Lastly, Senior General Managers constitute 8.0% of the sample ($n = 26$), representing the upper echelon of leadership within the institution, likely involved in strategic decision-making and overall governance ($p < 0.001$).

This distribution underscores a strong representation of managerial and supervisory roles, which may reflect the institution's emphasis on leadership and oversight within its operational structure.

Mboyane (2016:45) has mentioned that the role of organisational management can affect the organisation's business, goals, development, and even survival. At a basic

level, cooperation between participants provides benefits, including domestic support, money, and resources, in the form of exchange of information and goods.

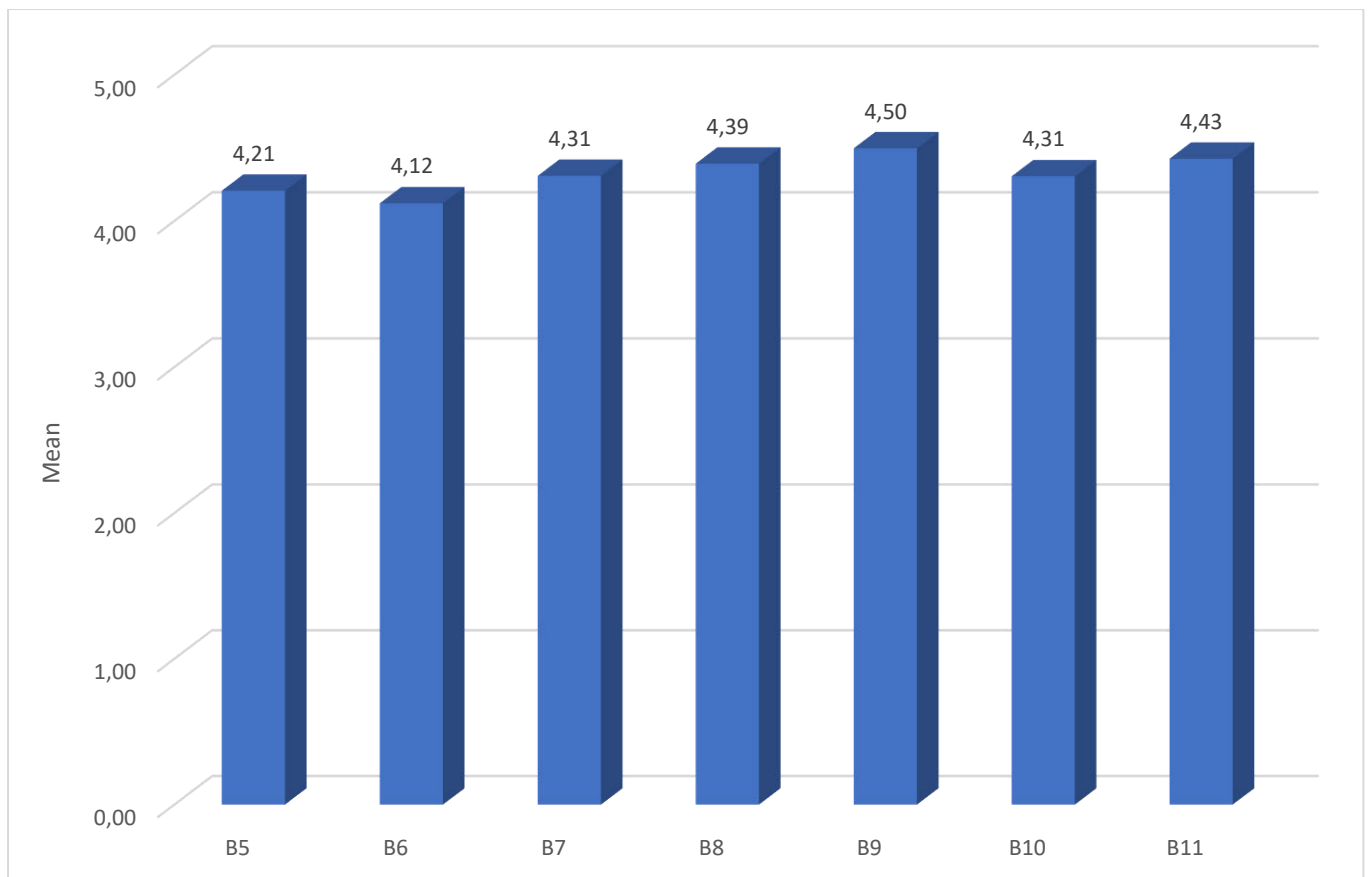
5.10.2 SECTION B. GREEN RECRUITMENT AND SELECTION

This section addresses the integration of environmental considerations into the recruitment and selection processes within the organisation, a key component of sustainable human resource management. The objective is to evaluate how effectively the organisation incorporates green practices throughout its hiring stages, from the initial application and interview processes to the inclusion of environmental responsibilities in job descriptions. By exploring these aspects, the section aims to assess whether the recruitment strategy not only attracts candidates who are environmentally conscious but also enhances the organisation's overall sustainability awareness and expertise. This analysis is essential for understanding the impact of green recruitment on fostering an organisational culture that prioritizes environmental responsibility.

TABLE 5.3 SCORING PATTERN: GREEN RECRUITMENT AND SELECTION

The table below summarises the scoring patterns regarding green recruitment and selection.

		Strongly Disagree		Disagree		Neither agree nor disagree		Agree		Strongly Agree		Chi Square Test p-value									Binomial Test p-value (cut-off = 3.0)
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %		Count	Mean	Standard Deviation	Median	Percentile 25	Percentile 75	Maximum	Minimum	
My application for employment at the private tertiary institution was based on green issues.	B5	3	0.9%	7	2.2%	81	25.0%	62	19.1%	171	52.8%	< 0.001	324	4.21	0.95	5.00	3.00	5.00	5.00	1.00	< 0.001
During the interview questions on environmental management and sustainability was asked.	B6	0	0.0%	8	2.5%	55	17.0%	151	46.6%	110	34.0%	< 0.001	324	4.12	0.77	4.00	4.00	5.00	5.00	2.00	< 0.001
Green/environmental issues were addressed during the induction/orientation process.	B7	0	0.0%	13	4.0%	43	13.3%	99	30.6%	169	52.2%	< 0.001	324	4.31	0.85	5.00	4.00	5.00	5.00	2.00	< 0.001
Green/ environmental issues were included in my job description	B8	1	0.3%	11	3.4%	40	12.3%	80	24.7%	192	59.3%	< 0.001	324	4.39	0.85	5.00	4.00	5.00	5.00	1.00	< 0.001
Training on green recruitment and selection increases organisational awareness, skills and expertise in terms of environmental/organisational sustainability.	B9	0	0.0%	10	3.1%	32	9.9%	69	21.3%	213	65.7%	< 0.001	324	4.50	0.80	5.00	4.00	5.00	5.00	2.00	< 0.001
Job description and Specification includes environmental concerns.	B10	2	0.6%	7	2.2%	48	14.8%	100	30.9%	167	51.5%	< 0.001	324	4.31	0.85	5.00	4.00	5.00	5.00	1.00	< 0.001
Selection of applicants who are sufficiently aware of greening to fill job vacancies enhances the success of green recruitment and selection.	B11	2	0.6%	8	2.5%	49	15.1%	56	17.3%	209	64.5%	< 0.001	324	4.43	0.88	5.00	4.00	5.00	5.00	1.00	< 0.001



The scoring patterns in Section B, which focuses on the integration of environmental considerations into the recruitment and selection processes, reveal significant trends in respondents' perceptions, with mean values providing additional insights into the strength of these trends. The responses generally show strong agreement with the statements, suggesting a positive reception towards the organisation's green recruitment practices. However, there are nuanced differences in the levels of agreement, which are crucial for understanding the effectiveness of these practices.

- High Levels of Agreement:** The majority of respondents expressed strong agreement with the statements related to the inclusion of green issues in job descriptions (B8) and the training provided on green recruitment (B9). Specifically, the mean scores for these items are high, with B8 having a mean of 4.39 and B9 showing the highest mean of 4.50. These items fall under the sub-theme of "Institutional Integration of Environmental Practices," indicating that the organisation is perceived to be effectively embedding environmental concerns into its structural processes.

- **Moderate Agreement:** Statements related to the interview process (B6) and induction/orientation (B7) also garnered significant agreement, with mean scores of 4.12 and 4.31 respectively. These items are aligned with the sub-theme "Environmental Considerations in Recruitment Processes," highlighting that while the organisation is performing well in these areas, the levels of agreement are slightly lower compared to those related to the institutional integration of green practices.
- **Lower Levels of Agreement:** Although still positive, the statements related to the application process (B5) and the selection of applicants aware of greening (B11) showed slightly lower mean scores of 4.21 and 4.43 respectively. These findings suggest that while these aspects are acknowledged, they may not be as thoroughly embedded or as consistently emphasised across all recruitment stages as other practices.

Areas of Disagreement: Despite the overall positive trends, a small proportion of respondents disagreed with some statements, particularly regarding the induction process (B7, mean = 4.31) and job descriptions (B8, mean = 4.39). Although the disagreement percentages are low, they highlight areas where the organisation could further reinforce its green practices.

Implications: Overall, the patterns suggest that while the organisation is generally successful in integrating environmental considerations into its recruitment processes, there are specific areas where these practices could be strengthened to achieve even greater consistency and effectiveness. The significance of the differences observed in the responses is supported by the chi-square test p-values, which are all less than 0.001, indicating that the variations in agreement levels are statistically significant. This analysis, supported by the mean values, underlines the importance of continually enhancing and reinforcing green recruitment practices to ensure a comprehensive approach to sustainability across all stages of the hiring process. Muduli, et.al (2020:3) contend that organisations can advance both local and global environmental objectives by implementing sustainable practices. One effective strategy is to recruit environmentally conscious employees who actively participate in sustainable behaviours, thereby contributing to a more sustainable world.

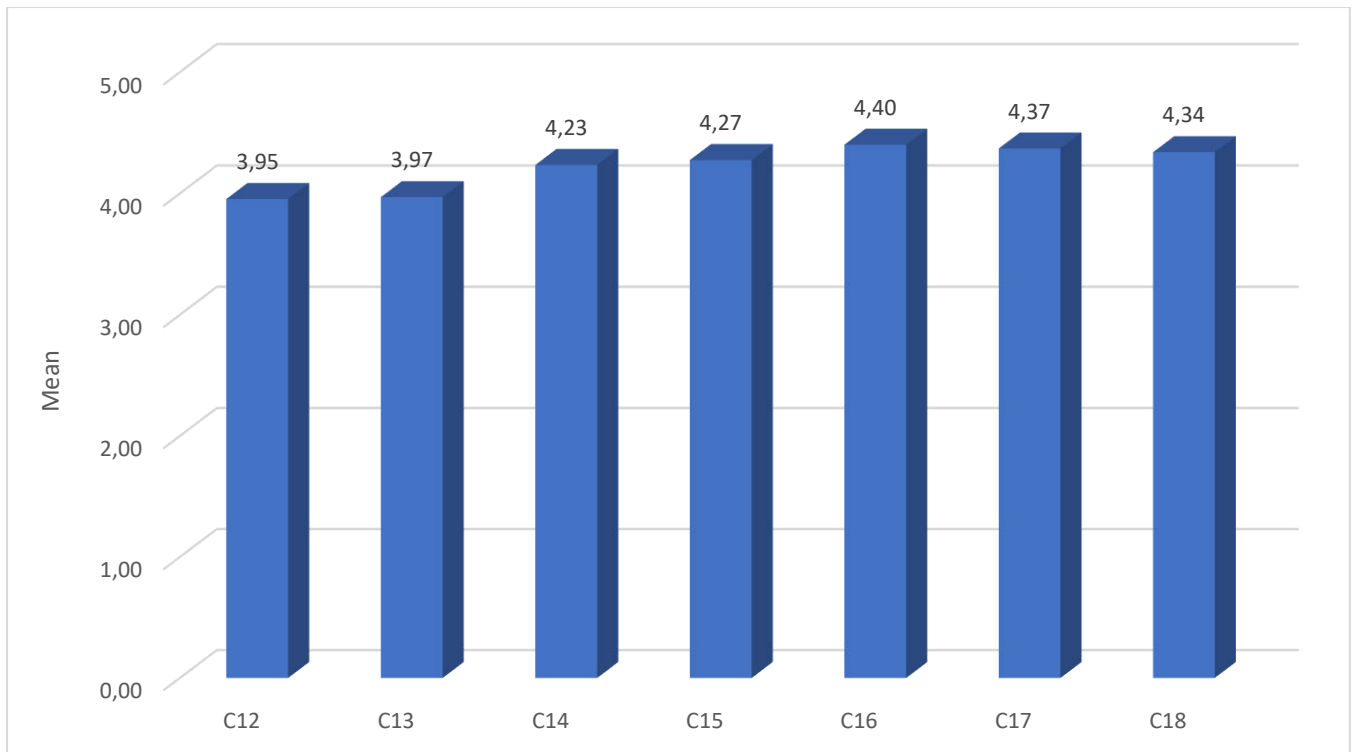
5.10.3 SECTION C. ENVIRONMENTAL CONSCIOUSNESS

This section explores the concept of **environmental consciousness** within the organisation, focusing on how it permeates the organisational culture and practices. This section aims to assess the level of awareness and commitment to environmental sustainability among employees and how this consciousness is cultivated and maintained. By examining factors such as environmental training, the impact of environmentally conscious employees on organisational sustainability, and the effectiveness of green initiatives, this section seeks to understand how deeply environmental values are embedded in the organisational ethos. The findings in this section provide valuable insights into the effectiveness of the organisation's efforts to foster a culture of environmental responsibility and the benefits that such a culture brings to both the organisation and its stakeholders. Through this analysis, Section C will highlight the successes and potential areas for further enhancement in promoting environmental consciousness across the organisation.

TABLE 5.4 SCORING PATTERN: ENVIRONMENTAL CONSCIOUSNESS

The table below summarises the scoring patterns regarding environmental consciousness

		Strongly Disagree		Disagree		Neither agree nor disagree		Agree		Strongly Agree		Chi Square Test p-value									Binomial Test p-value (cut-off = 3.0)
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %		Count	Mean	Standard Deviation	Median	Percentile 25	Percentile 75	Maximum	Minimum	
Environmental oriented culture improves environmental/organisational sustainability.	C12	4	1.2%	7	2.2%	122	37.7%	58	17.9%	133	41.0%	< 0.001	324	3.95	0.99	4.00	3.00	5.00	5.00	1.00	0.002
Providing environmental training to organisational members increase environmental awareness and leverages environmental/organisational sustainability.	C13	2	0.6%	8	2.5%	83	25.6%	136	42.0%	95	29.3%	< 0.001	324	3.97	0.84	4.00	3.00	5.00	5.00	1.00	< 0.001
Organisations with environmentally conscious employees can reap substantial benefits in terms of environment/organisational sustainability.	C14	2	0.6%	9	2.8%	46	14.2%	121	37.3%	146	45.1%	< 0.001	324	4.23	0.84	4.00	4.00	5.00	5.00	1.00	< 0.001
Organisations with environmentally conscious employees can reap substantial benefits in terms of environment/organisational sustainability.	C15	1	0.3%	8	2.5%	51	15.7%	105	32.4%	159	49.1%	< 0.001	324	4.27	0.84	4.00	4.00	5.00	5.00	1.00	< 0.001
Green recruitment and selection wastage, optimum utilization of resources, safeguarding of energy and reduces the causes of environmental degradation.	C16	0	0.0%	4	1.2%	48	14.8%	86	26.5%	186	57.4%	< 0.001	324	4.40	0.78	5.00	4.00	5.00	5.00	2.00	< 0.001
Environmentally concerned new jobs endeavour to protect the environment and environmental/organisational sustainability.	C17	2	0.6%	3	0.9%	48	14.8%	91	28.1%	180	55.6%	< 0.001	324	4.37	0.81	5.00	4.00	5.00	5.00	1.00	< 0.001
Environmental performance of the company attracts highly qualified employee.	C18	2	0.6%	9	2.8%	46	14.2%	87	26.9%	180	55.6%	< 0.001	324	4.34	0.87	5.00	4.00	5.00	5.00	1.00	< 0.001



The scoring patterns in Section C, which focuses on **Environmental Consciousness** within the organisation, provide insights into how deeply environmental values are integrated into the organisational culture and practices. The responses generally indicate a strong endorsement of the organisation's environmental initiatives, with mean values reflecting varying degrees of agreement across different statements.

High Levels of Agreement:

- The statement "Green recruitment and selection wastage, optimum utilisation of resources, safeguarding of energy, and reducing the causes of environmental degradation" (C16) received a mean score of 4.40, with 57.4% of respondents strongly agreeing. This suggests that employees recognise and highly value the organisation's efforts to integrate sustainability into its operational processes.
- Similarly, the statement "Environmentally concerned new jobs endeavour to protect the environment and environmental/organisational sustainability" (C17) also showed strong agreement, with a mean score of 4.37, and 55.6% of respondents strongly agreeing. This indicates a strong perception that the organisation is actively creating roles that contribute directly to environmental sustainability.

- "The environmental performance of the company attracts highly qualified employees" (C18) also received a high mean score of 4.34, with 55.6% of respondents strongly agreeing. This reflects a belief that the organisation's commitment to sustainability is a significant factor in attracting top talent, which is crucial for maintaining a competitive edge.

Moderate Agreement:

- The statement "Environmental-oriented culture improves environmental/organisational sustainability" (C12) had a slightly lower mean score of 3.95, with 41.0% of respondents strongly agreeing. While the overall agreement is still positive, this lower mean suggests that there is some variability in how strongly employees feel about the impact of the organisation's environmental culture on sustainability. This might indicate that while the culture is generally seen as supportive, there could be room for deeper integration or more visible leadership in promoting these values.
- The statement "Providing environmental training to organisational members increases environmental awareness and leverages environmental/organisational sustainability" (C13) had a mean score of 3.97, with 42.0% agreeing and 29.3% strongly agreeing. This indicates that while environmental training is appreciated, there may be varying perceptions of its effectiveness or scope within the organisation. Enhancing or expanding training programs might help to further elevate the perceived impact of such initiatives.

Lower Agreement but Significant Trends:

- The statements related to the general benefits of having environmentally conscious employees, such as "organisations with environmentally conscious employees can reap substantial benefits in terms of environment/organisational sustainability" (C14 and C15), received mean scores of 4.23 and 4.27, respectively. Although these scores are still high, the slightly lower mean compared to more specific actions (like recruitment practices) suggests that while the concept is broadly supported, the direct impact may be perceived as less tangible or immediate.

Implications: The analysis reveals that while the organisation is generally successful in embedding environmental consciousness within its practices, there is variability in how different aspects are perceived. The high mean scores associated with specific

actions, such as green recruitment and resource optimisation, indicate strong employee support and recognition of these efforts. However, the slightly lower scores on broader cultural aspects and training suggest that while these areas are valued, there may be opportunities for the organisation to further strengthen these initiatives. This could involve more comprehensive or targeted training programs and a more explicit emphasis on environmental values within the organisational culture.

The statistically significant chi-square test p-values (all < 0.001) confirm that the observed differences in agreement levels are meaningful. These findings suggest that the organisation is on the right track but could benefit from reinforcing and expanding its efforts to ensure that environmental consciousness is deeply and consistently embedded across all levels and aspects of the organisation. Results from a study by Laheri, Lim, Arya, and Kumar, (2024:45) suggests that the environmental impact of environmental awareness has a positive impact on consumer's green product purchasing behavior, and consumers value environmental impact more than their environmental concerns and environmental awareness.

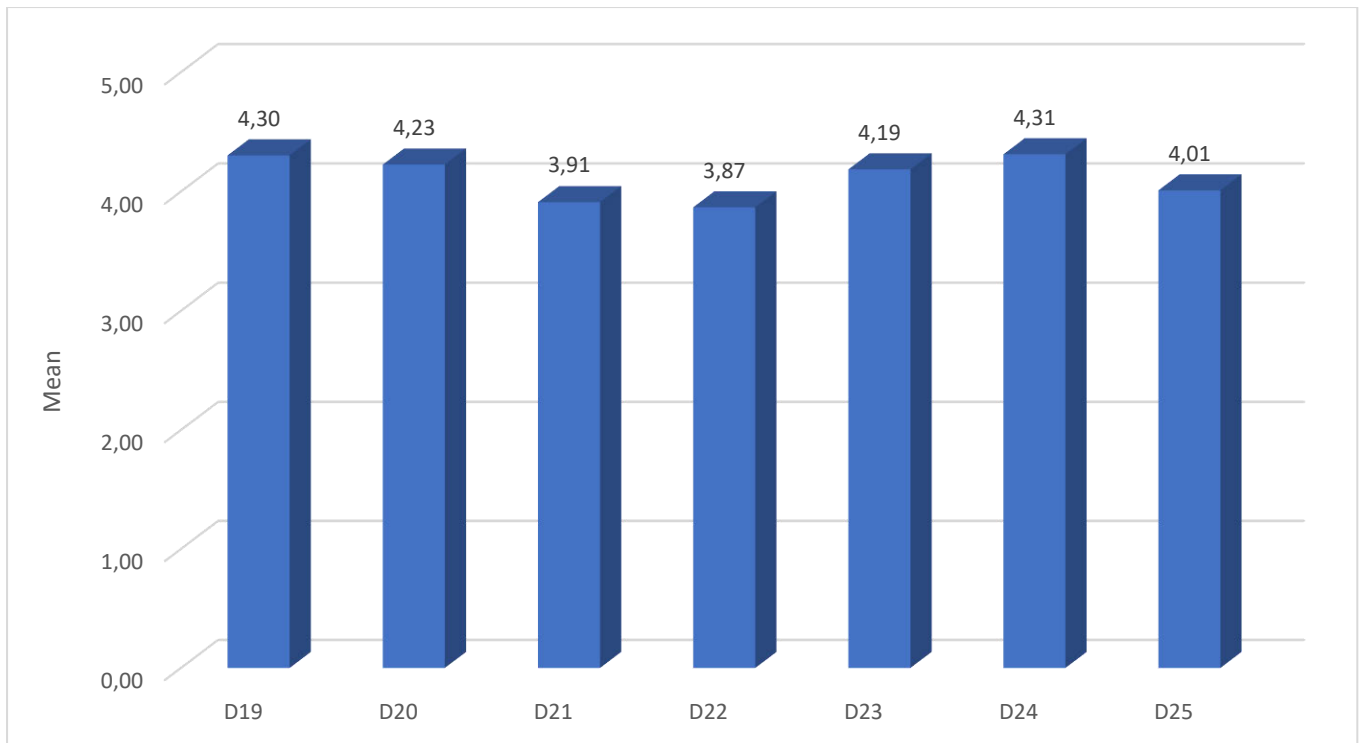
5.10.4 SECTION D: SUSTAINABLE LEADERSHIP

Section D explores the concept of **Sustainable Leadership** within the organisation, focusing on how leadership practices are aligned with environmental sustainability goals. This section aims to assess the extent to which leaders within the organisation integrate green practices into their strategic decision-making and daily operations. By examining aspects such as the promotion of corporate social responsibility, the inclusion of environmental criteria in recruitment messages, and the impact of rewards for environmental performance, this section seeks to understand how leadership drives sustainability initiatives within the organisation. The findings in this section will provide insights into the effectiveness of leadership in fostering a sustainable organisational culture and identify potential areas for enhancing the integration of sustainability into leadership practices. Through this analysis, Section D will highlight the successes and opportunities for further development in promoting sustainable leadership across the organisation.

TABLE 5.5 SCORING PATTERN: SUSTAINABLE LEADERSHIP

The table below summarises the scoring patterns regarding sustainable leadership

		Strongly Disagree		Disagree		Neither agree nor disagree		Agree		Strongly Agree		Chi Square Test p-value									Binomial Test p-value (cut-off = 3.0)
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %		Count	Mean	Standard Deviation	Median	Percentile 25	Percentile 75	Maximum	Minimum	
Lack is green human resource management policy impact environment/organisational sustainability.	D19	2	0.6%	9	2.8%	50	15.4%	91	28.1%	172	53.1%	< 0.001	324	4.30	0.87	5.00	4.00	5.00	5.00	1.00	< 0.001
Integrating green human resource management practices promotes corporate social responsibility towards environment/organisational sustainability.	D20	5	1.5%	14	4.3%	58	17.9%	73	22.5%	174	53.7%	< 0.001	324	4.23	0.99	5.00	4.00	5.00	5.00	1.00	< 0.001
Linking employee core competencies to green recruitment and selection increase productivity and reduce cost in term of environmental/organisational sustainability.	D21	4	1.2%	9	2.8%	137	42.3%	36	11.1%	138	42.6%	< 0.001	324	3.91	1.03	4.00	3.00	5.00	5.00	1.00	0.005
Recruitment messages include environmental behaviour/commitment criteria increase environmental/organisational sustainability.	D22	3	0.9%	9	2.8%	103	31.8%	122	37.7%	87	26.9%	< 0.001	324	3.87	0.87	4.00	3.00	5.00	5.00	1.00	< 0.001
Jobs positions designed to focus exclusively on environmental management aspects of the organisation attract and maintain top green talent.	D23	2	0.6%	7	2.2%	63	19.4%	109	33.6%	143	44.1%	< 0.001	324	4.19	0.86	4.00	4.00	5.00	5.00	1.00	< 0.001
Non-monetary and monetary rewards based on the environmental achievements increases environmental/organisational sustainability.	D24	2	0.6%	10	3.1%	58	17.9%	69	21.3%	185	57.1%	< 0.001	324	4.31	0.91	5.00	4.00	5.00	5.00	1.00	< 0.001
Introducing rewards for innovative environmental initiative/performance increase environmental/organisational sustainability.	D25	6	1.9%	20	6.2%	73	22.5%	91	28.1%	134	41.4%	< 0.001	324	4.01	1.03	4.00	3.00	5.00	5.00	1.00	< 0.001



Section D focuses on **Sustainable Leadership** within the organisation, examining how leadership practices support and promote environmental sustainability. The scoring patterns reflect varying levels of agreement among respondents, with mean values providing further insight into the strength of these perceptions.

High Levels of Agreement:

- The statement "Lack of a green human resource management policy impacts environment/organisational sustainability" (D19) received a high mean score of 4.30, with 53.1% of respondents strongly agreeing. This suggests that employees strongly recognise the critical role that green HR policies play in ensuring environmental sustainability within the organisation.
- Similarly, "non-monetary and monetary rewards based on environmental achievements increase environmental/organisational sustainability" (D24) also showed strong agreement, with a mean score of 4.31 and 57.1% of respondents strongly agreeing. This indicates that such rewards are perceived as essential motivators for fostering sustainability within the organisation.

Moderate Agreement:

- The statements "Linking employee core competencies to green recruitment and selection increases productivity and reduces costs in terms of environmental/organisational sustainability" (D21) and "Recruitment messages include environmental behaviour/commitment criteria to increase environmental/organisational sustainability" (D22) had slightly lower mean scores of 3.91 and 3.87, respectively. These scores suggest that while these practices are generally agreed upon as beneficial, there is some variability in their perceived implementation and importance among employees.
- The statement "Introducing rewards for innovative environmental initiatives/performance increases environmental/organisational sustainability" (D25) had a mean score of 4.01, with 41.4% of respondents strongly agreeing. Although the mean indicates a positive response, the relatively lower score compared to other statements suggests that these reward programs might benefit from enhanced visibility or improved communication regarding their impact.

Lower Agreement but Positive Trends:

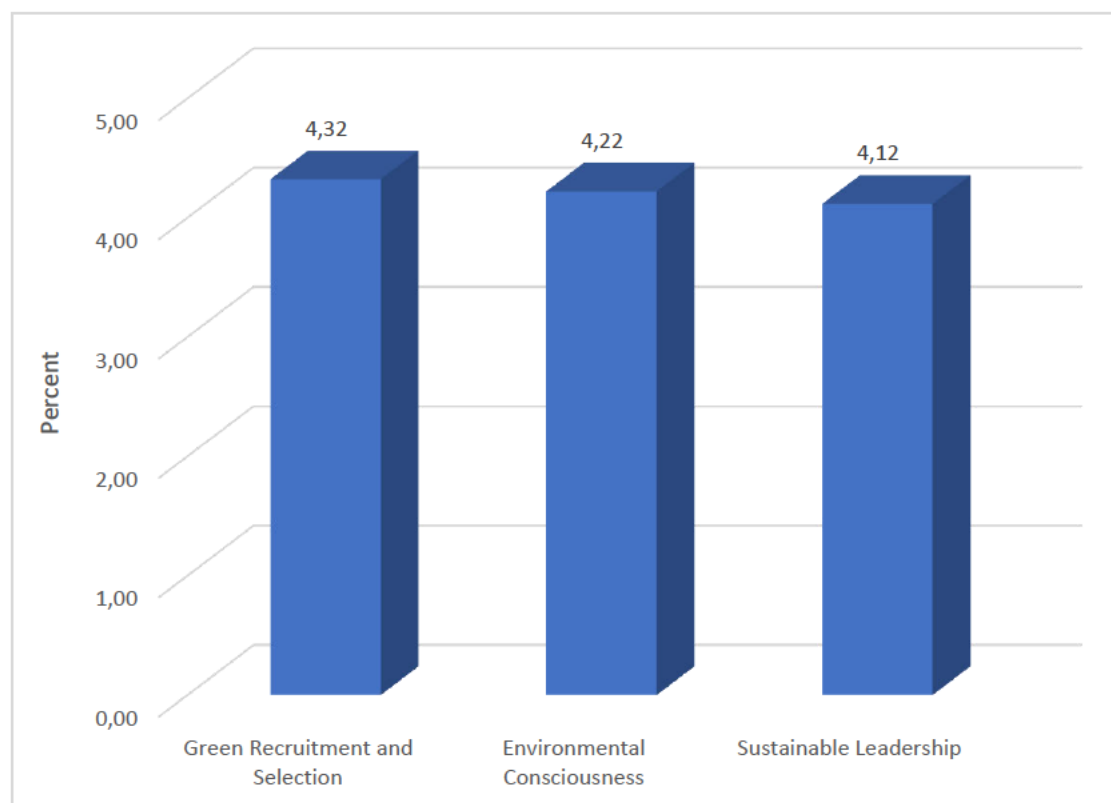
- The statement "Integrating green human resource management practices promotes corporate social responsibility towards environment/organisational sustainability" (D20) received a mean score of 4.23, with 53.7% of respondents strongly agreeing. This indicates strong support for the role of green HR practices in promoting CSR, although the slightly lower mean suggests that further emphasis on these practices might be needed to fully align leadership and employee perceptions.

Implications: The analysis reveals that while the organisation's leadership practices are generally perceived as supportive of sustainability, there are areas where perceptions vary, particularly regarding the integration of green competencies and the effectiveness of reward systems. The high mean scores for statements related to green HR policies and reward initiatives highlight the importance of these areas in driving sustainability. However, the slightly lower mean scores for linking competencies to sustainability and incorporating environmental criteria into recruitment messages indicate potential areas for further enhancement.

The statistically significant chi-square test p-values (all < 0.001) reinforce the importance of addressing these differences in perceptions. Overall, the findings suggest that while the organisation's leadership is effectively promoting sustainability, there are opportunities to strengthen the integration and communication of these efforts to ensure a more consistent and comprehensive approach to sustainable leadership across the organisation. Al-Zawahreh, Khasawneh, and Al-Jaradat (2019:56) state that sustainable leadership creates an environmental vision through cultural change and building multi-stakeholder partnerships to combat climate change.

5.11 SUMMARY OF SECTIONS B, C, AND D.

	Count	Mean	Standard Deviation	Median	Percentile 25	Percentile 75	Minimum	Maximum	Binomial Test p-value (cut-off = 3.0)
Green Recruitment and Selection	324	4.32	0.62	4.57	3.86	4.86	2.29	5.00	< 0.001
Environmental Consciousness	324	4.22	0.62	4.29	3.86	4.71	1.57	5.00	< 0.001
Sustainable Leadership	324	4.12	0.62	4.29	3.71	4.57	1.71	5.00	< 0.001



The analysis across Sections B, C, and D provides valuable insights into the organisation's performance in three key areas: **Green Recruitment and Selection**, **Environmental Consciousness**, and **Sustainable Leadership**.

- **Green Recruitment and Selection** (Section B) received the highest overall support from respondents, with a mean score of 4.32 and a standard deviation of 0.62. The median score of 4.57 and high percentile values indicate that employees generally perceive the organisation's efforts in integrating environmental considerations into the recruitment process very positively. The narrow range between the 25th percentile (3.86) and the 75th percentile (4.86) further suggests a strong and consistent endorsement of these practices across the organisation.
- **Environmental Consciousness** (Section C) also scored highly, with a mean score of 4.22 and a standard deviation of 0.62. The median score of 4.29 reflects a strong consensus on the importance and effectiveness of fostering environmental awareness within the organisational culture. The minimum score of 1.57, however, indicates that while the overall perception is positive, there may be some variability in how different employees experience and engage with the organisation's environmental initiatives.
- **Sustainable Leadership** (Section D) had a slightly lower mean score of 4.12, with a standard deviation of 0.62. The median score of 4.29, along with percentile values indicating a range from 3.71 to 4.57, suggests that while leadership is generally seen as supportive of sustainability, there is more variability in perceptions compared to the other sections. The minimum score of 1.71 indicates that there may be areas within leadership practices that could be strengthened to better align with the organisation's sustainability goals.

The binomial test p-values (< 0.001 for all sections) indicate that the high levels of agreement observed across all sections are statistically significant, underscoring the robustness of the findings.

Overall, the organisation's efforts in promoting green recruitment, environmental consciousness, and sustainable leadership are well-regarded by employees. However, the slightly lower scores in Sustainable Leadership and the variability

observed in Environmental Consciousness suggest that there are opportunities for further refinement and enhancement in these areas to ensure a more uniformly positive experience and perception across the organisation.

5.12 BIOGRAPHICAL TRENDS BY SECTION AND PAIRWISE COMPARISONS

In examining the organisation's sustainability practices, it is essential to understand how various demographic factors influence employee perceptions of green recruitment and selection, environmental consciousness, and sustainable leadership. This section provides a detailed analysis of biographical trends across these key areas, focusing on differences in perceptions based on gender, age, tenure, and position within the organisation. By utilising mean values and conducting pairwise comparisons, this analysis identifies significant variations in how different demographic groups view the organisation's sustainability initiatives. Understanding these trends is crucial for tailoring strategies that resonate with diverse employee groups and ensuring that sustainability efforts are effectively communicated and implemented across all levels of the organisation.

5.12.1 Green Recruitment and Selection

- **Gender:** Females (Mean = 4.37) reported slightly higher perceptions of Green Recruitment and Selection compared to Males (Mean = 4.27). This suggests that female respondents generally view the organisation's green recruitment efforts more favourably.
- **Age:**
 - Respondents aged 20-29 (Mean = 4.48) and 30-39 (Mean = 4.44) had the highest perceptions, while the 40-49 age group had the lowest (Mean = 4.19). This indicates that younger respondents are more positive about the green recruitment efforts than their older counterparts.
 - The 50-60 age group (Mean = 4.40) also rated it highly, close to the younger groups.
- **Tenure:**
 - Employees with 5-10 years of tenure (Mean = 4.50) and those with less than 5 years (Mean = 4.39) had higher perceptions, while those with 11-15 years (Mean = 4.21) and 16-20 years (Mean = 4.19) rated it lower. This suggests that newer employees perceive green recruitment efforts

more positively compared to those who have been with the organisation longer.

- **Position:**
 - Lecturers (Mean = 4.50) had the highest perception, followed closely by Supervisors (Mean = 4.44), while Academic Managers (Mean = 4.14) had the lowest perception. This suggests that academic staff view green recruitment efforts more favourably than those in managerial positions.

5.12.2 Environmental Consciousness

- **Gender:** Both Females and Males had identical mean scores (4.22), indicating no significant gender differences in the perception of Environmental Consciousness.
- **Age:**
 - The youngest age group (20-29) rated Environmental Consciousness the highest (Mean = 4.47), while the 40-49 age group rated it the lowest (Mean = 4.06). This suggests that younger employees are more positive about the organisation's environmental consciousness initiatives than older employees.
- **Tenure:**
 - Those with less than 5 years of tenure (Mean = 4.41) and those with 5-10 years (Mean = 4.38) had higher perceptions, while those with 11-15 years (Mean = 4.07) rated it lower. This trend is consistent with the Green Recruitment and Selection section, where newer employees have a more favourable view of environmental initiatives.
- **Position:**
 - Lecturers (Mean = 4.65) had the highest perception, while Academic Managers (Mean = 3.89) had the lowest perception. This indicates that those in teaching roles view environmental consciousness more positively than those in administrative or managerial positions.

5.12. 3 Sustainable Leadership

- **Gender:** Females (Mean = 4.13) had a slightly higher perception of Sustainable Leadership compared to Males (Mean = 4.10), indicating that females may perceive leadership's commitment to sustainability more favourably.

- **Age:**
 - The youngest age group (20-29) rated Sustainable Leadership the highest (Mean = 4.27), while the 40-49 age group rated it the lowest (Mean = 3.97). This suggests that younger employees are more positive about the sustainability leadership within the organisation.
- **Tenure:**
 - Those with 5-10 years of tenure (Mean = 4.27) and less than 5 years (Mean = 4.22) had higher perceptions, while those with 11-15 years (Mean = 3.98) rated it lower. Again, newer employees seem to view leadership's sustainability efforts more positively.
- **Position:**
 - Lecturers (Mean = 4.41) had the highest perception of Sustainable Leadership, while Academic Managers (Mean = 3.88) had the lowest perception. This suggests that lecturers view leadership's commitment to sustainability more favourably than those in administrative roles.

Summary

The mean values suggest that younger employees, those with shorter tenure, and those in teaching positions (Lecturers) generally have a more positive perception of the organisation's efforts in Green Recruitment and Selection, Environmental Consciousness, and Sustainable Leadership. Conversely, older employees, those with longer tenure, and those in managerial or administrative roles (especially Academic Managers) tend to have lower perceptions in these areas. These trends indicate potential areas for the organisation to focus on, particularly in improving perceptions among more experienced employees and those in leadership positions.

5.13 CORRELATIONS ANALYSIS

Bivariate correlation was also performed on the data. The results are shown below. Mean values per dimension are used.

The results indicate the following patterns.

Positive values indicate a directly proportional relationship between the variables and a negative value indicates an inverse relationship. All significant relationships are indicated by a * or **.

		Green Recruitment and Selection	Environmental Consciousness	Sustainable Leadership
Green Recruitment and Selection	Pearson Correlation	--		
	N	324		
Environmental Consciousness	Pearson Correlation	0,638**	--	
	Sig. (2-tailed)	0.000		
	N	324	324	
Sustainable Leadership	Pearson Correlation	0,653**	0,659**	--
	Sig. (2-tailed)	0.000	0.000	
	N	324	324	324

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

- **Green Recruitment and Selection vs. Environmental Consciousness:**

- The Pearson correlation coefficient between Green Recruitment and Selection and Environmental Consciousness is **0.638**, which is statistically significant at the 0.01 level ($p < 0.001$). This positive correlation indicates a strong, direct relationship between the two variables, suggesting that as perceptions of Green Recruitment and Selection improve, so do perceptions of Environmental Consciousness within the organisation.

- **Green Recruitment and Selection vs. Sustainable Leadership:**

- The Pearson correlation coefficient between Green Recruitment and Selection and Sustainable Leadership is **0.653**, which is also statistically significant at the 0.01 level ($p < 0.001$). This strong positive correlation suggests that improvements in Green Recruitment and Selection are associated with more favourable perceptions of Sustainable Leadership.

- **Environmental Consciousness vs. Sustainable Leadership:**

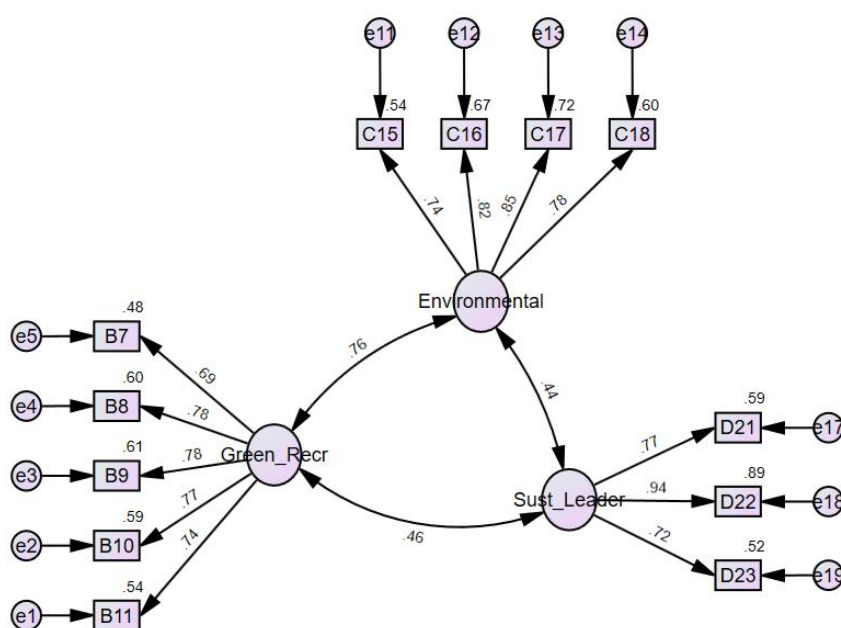
- The Pearson correlation coefficient between Environmental Consciousness and Sustainable Leadership is **0.659**, again statistically significant at the 0.01 level ($p < 0.001$). This indicates a strong direct relationship, suggesting that higher levels of Environmental Consciousness within the organisation are associated with stronger perceptions of Sustainable Leadership.

Summary

The correlation analysis reveals strong, positive relationships among all three dimensions. The significant correlations suggest that improvements in one dimension, such as Green Recruitment and Selection, are likely to be associated with improvements in the other dimensions, such as Environmental Consciousness and Sustainable Leadership. These findings highlight the interconnected nature of the organisation's sustainability efforts, where advancements in one area can positively influence perceptions and effectiveness in others. This reinforces the importance of a holistic approach to sustainability, where efforts in recruitment, environmental consciousness, and sustainable leadership are aligned and mutually reinforcing.

5.14 STRUCTURAL EQUATION MODELLING

Structural equation modelling is a statistical technique utilised to examine the relationships between observed and latent variables. It offers a comprehensive framework for testing and validating theoretical models through the integration of measurements and models (Rosenthal, 2017: 23). While observed measurements are directly measurable, latent variables represent constructs that cannot be observed directly; instead, they are inferred from observed changes. This methodology can estimate the strength and direction of relationships between variables, assess the model's fit to the data, and evaluate the significance of individual paths and coefficients (Lum and Chang, 2024:4).



The schematic diagram of the SEM modification is presented above.

This model represents a variation of the results derived from integrating findings obtained through the relationship model, analysis, and various regression analyses. It serves to illustrate the relationship patterns between the measured variables and the latent models.

The dimensions are coded under reliability.

Result (Default model)

Minimum was achieved

Chi-square = 160.536

Degrees of freedom = 51

Probability level = .000

This chi-square test evaluates the null hypothesis, which posits that the simplified model sufficiently fits the data in comparison to the full (saturated) model. In an ideal analytic model, each variable has a direct relationship with another variable, bypassing any intervening variables. Consequently, the fit is consistently perfect in such models, resulting in a chi-square value of zero. Therefore, the researcher would not expect a significant result. In this specific model, the chi-square p-value is <0.050 ($p < 0.001$).

It is important to note that while the chi-square value is expected to be non-significant in model testing, achieving this outcome can be challenging due to the complex structure often desired. Therefore, if the chi-square result is significant, it may not be a cause for concern if other performance metrics indicate a favourable model fit.

5.15 MAXIMUM LIKELIHOOD ESTIMATES

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
B11 <--- Green_Recr	1.000				
B10 <--- Green_Recr	1.007	.076	13.327	***	par_1
B9 <--- Green_Recr	.963	.071	13.518	***	par_2
B8 <--- Green_Recr	1.025	.076	13.440	***	par_3
B7 <--- Green_Recr	.909	.076	11.943	***	par_4
C15 <--- Environmental	.964	.068	14.209	***	par_5
C16 <--- Environmental	1.000				
C17 <--- Environmental	1.076	.064	16.916	***	par_6
C18 <--- Environmental	1.054	.069	15.234	***	par_7

	Estimate	S.E.	C.R.	P	Label
D21 <--- Sust_Leader	1.277	.096	13.337	***	par_8
D22 <--- Sust_Leader	1.326	.093	14.178	***	par_9
D23 <--- Sust_Leader	1.000				

The variables loaded strongly along their various factors (significant p-values indicated by *** $p < 0.001$). These verify the EFA obtained under factor analysis.

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
B11 <--- Green_Recr	.737
B10 <--- Green_Recr	.771
B9 <--- Green_Recr	.782
B8 <--- Green_Recr	.777
B7 <--- Green_Recr	.692
C15 <--- Environmental	.736
C16 <--- Environmental	.817
C17 <--- Environmental	.846
C18 <--- Environmental	.777
D21 <--- Sust_Leader	.769
D22 <--- Sust_Leader	.942
D23 <--- Sust_Leader	.720

The parameters are estimated by maximum likelihood (ML) methods, which (is an iterative procedure that) attempts to maximize the likelihood that obtained values of the criterion variable will be correctly predicted. All the coefficients were above the suggested value of 0.600. Statements that loaded poorly or that were redundant were omitted from the model.

Model Fit Summary

The suggested acceptable value for relative chi-square, CMIN/DF should not be greater than 5 which are used to reduce dependency on sample size. However, the cut-off points for TLI, CFI, NFI and IFI is between zero to one. A good model is indicated by RMSEA value of less than or equal to 0.05.

CMIN

Model	NP	PAR	CMIN	DF	P	CMIN/DF
Default model	39	160.536	51	.000	3.148	
Saturated model	90	.000	0			
Independence model	24	2196.785	66	.000	33.285	

CMIN is a Chi-square statistic comparing the tested model and the independence model to the saturated model. The ratio, CMIN/DF, the relative chi-square, is an index of how much the fit of data to model has been reduced by dropping one or more paths. The CMIN/DF is less than the acceptable value of 5 (3.148). This meets the CMIN condition.

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.927	.905	.949	.933	.949
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

This goodness of fit indices compares the model to the independence model rather than to the saturated model. The Normed Fit Index (NFI) is simply the difference between the two models' chi-squares divided by the chi-square for the independence model. For this data, the NFI is 0.927, which is more than recommended value of 0.90 for a good fit. The Comparative Fit Index (CFI) uses a similar approach (with a noncentral chi-square) and is said to be a good index for use even with small samples. It ranges from 0 to 1, like the NFI, and 0.90 indicates good fit. The CFI value is 0.949, implying a good fit.

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.082	.067	.096	.000
Independence model	.316	.305	.328	.000

The Root Mean Square Error of Approximation (RMSEA) estimates lack of fit compared to the saturated model. The p-of-close fit (PCLOSE) is a statistical measure used to assess the fit of a model. A RMSEA value of 0.05 or less indicates a "close fit" for the model, and between .05 and .10, an adequate fit. In line with this definition, if

the p-value of PCLOSE is greater than 0.05, it suggests that the RMSEA value is less than 0.05, indicating a close fit for the model. Conversely, if the p-value is less than 0.05, it indicates that the model's fit is not as good as a close fit.

The obtained PCLOSE values for the initial model was < 0.001 , which deviated from the recommended threshold of 0.05. This suggests that the model's fit was not as close as desired. The structural relationships among variables were revised and this iterative process of modifying the model assisted in improving its fit.

Regression Analysis

The level of significance relates to the strength of the relationships. The correlations are tested below.

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Green_Recr <--> Environmental	.314	.037	8.446	***	par_10
Sust_Leader <--> Green_Recr	.183	.031	5.981	***	par_11
Sust_Leader <--> Environmental	.174	.029	5.955	***	par_12

Correlations: (Group number 1 - Default model)

	Estimate
Green_Recr <--> Environmental	.761
Sust_Leader <--> Green_Recr	.457
Sust_Leader <--> Environmental	.438

Null hypothesis: There is no correlation between each of the dimensions.

Alternate hypothesis: There is a significant correlation.

In general, if the co-variance between two constructs is significant, then correlations between them should also be significant as correlation is standardized form of co-variance, and both shows the strength and direction of relationship.

All relationships are significant ($p < 0.001$). The results indicate a strong, directly proportional relationship between the latent variables, with each of the r estimates being positive.

5.16 CONCLUSION

In structural equation modelling, the chi-square test is utilised to assess the goodness of fit between the observed data and the estimated model. The acceptance of the chi-square value is influenced by several factors, including degrees of freedom,

significance level, and the fit indices related to the model. In this case, the result yielded a very low probability of 0.000, suggesting a significant difference between the observed data and the model predictions. Typically, a non-significant chi-square value ($p > 0.05$) is indicative of a good fit; however, here, the chi-square value is significant. It is widely recognised that the chi-square test is sensitive to sample size, with larger samples often yielding significant results even in the presence of minor discrepancies between the sample and the data. Consequently, relying solely on chi-square values may not yield a comprehensive evaluation of model fit. Additional fit indices, such as the Tucker-Lewis Index (TLI) and the Root Mean Square Error of Approximation (RMSEA), provide further context. The TLI value of 0.933 suggests a good fit, as values above 0.90 are generally interpreted favourably. The RMSEA value of 0.082 falls within a moderate range, with values between 0.05 and 0.10 considered acceptable. When these indicators are examined collectively, the chi-square test implies a lack of good fit, while other indices indicate that the model has a reasonable fit. Therefore, it is crucial to interpret the cumulative effect of these measures rather than depending solely on the chi-square outcome.

An analysis of the coefficients for each latent variable reveals high loadings and the path coefficients are illustrated in the corresponding graph. All coefficients of the latent variables are positive, indicating similar correlations. However, when certain measurements indicate good model fit, it is advisable to modify the model based on the indicators associated with latent variables to enhance the loading.

Summary of Hypotheses Findings

Hypotheses and SEM Results:

4. **H1: Green Recruitment and Selection has a positive and significant effect on Environmental Consciousness.**
 - **SEM Result:** The Structural Equation Modelling (SEM) results indicate that Green Recruitment and Selection has a positive and significant effect on Environmental Consciousness ($\beta = 0.638$, $p < 0.001$).
 - **Decision:** Reject the null hypothesis.
 - **Conclusion:** There is a significant positive relationship between Green Recruitment and Selection and Environmental Consciousness. Improvements in Green Recruitment and Selection practices are

associated with enhanced Environmental Consciousness within the organisation.

5. H2: Green Recruitment and Selection has a positive and significant effect on Sustainable Leadership.

- **SEM Result:** The SEM analysis reveals a significant positive effect of Green Recruitment and Selection on Sustainable Leadership ($\beta = 0.653$, $p < 0.001$).
- **Decision:** Reject the null hypothesis.
- **Conclusion:** Green Recruitment and Selection significantly contributes to perceptions of Sustainable Leadership, indicating that effective green recruitment practices enhance the perception of leadership's commitment to sustainability within the organisation.

6. H3: Environmental Consciousness has a positive and significant effect on Sustainable Leadership.

- **SEM Result:** The SEM results show that Environmental Consciousness positively influences Sustainable Leadership ($\beta = 0.659$, $p < 0.001$).
- **Decision:** Reject the null hypothesis.
- **Conclusion:** There is a significant positive relationship between Environmental Consciousness and Sustainable Leadership. Higher levels of Environmental Consciousness are associated with stronger perceptions of Sustainable Leadership within the organisation.

These SEM results confirm that all three hypotheses are supported, demonstrating the interconnectedness of Green Recruitment and Selection, Environmental Consciousness, and Sustainable Leadership within the organisation.

FINDINGS FROM THE ANALYSED DATA

This study has provided valuable insights into the integration of sustainability practices within the organisational framework of a private tertiary institution. The research focused on three key dimensions: **green recruitment and selection**, **environmental consciousness**, and **sustainable leadership**, and explored the relationships between these dimensions through a combination of statistical analyses, including structural equation modelling (SEM).

1. Integration of Green Recruitment and Selection: The study confirmed that Green Recruitment and Selection is a critical component in fostering a sustainable organisational culture. The findings indicate that effective green recruitment practices not only attract environmentally conscious candidates but also enhance overall organisational awareness and commitment to sustainability. This dimension was positively correlated with both Environmental Consciousness and Sustainable Leadership, highlighting its foundational role in embedding sustainability within the organisation.

2. Promotion of Environmental Consciousness: Environmental Consciousness emerged as a vital element in the organisation's sustainability efforts. The positive relationship between Environmental Consciousness and both Green Recruitment and Selection and Sustainable Leadership suggests that fostering an environmentally aware culture within the organisation is crucial. The findings underline the importance of continuous training and communication to maintain and enhance this consciousness among employees, ensuring that environmental values are deeply embedded across all levels of the organisation.

3. Role of Sustainable Leadership: Sustainable Leadership was found to be significantly influenced by both Green Recruitment and Selection and Environmental Consciousness. The study demonstrates that leadership plays a pivotal role in driving sustainability initiatives and shaping the organisational culture. Leaders who are perceived as committed to sustainability are more likely to inspire similar commitments among employees, thereby reinforcing the organisation's overall sustainability goals.

4. Biographical Influences: The study also revealed that demographic factors such as age, tenure, and position within the organisation significantly influence perceptions of the three key dimensions. Younger employees, those with shorter tenure, and those in teaching roles generally had more positive perceptions of the organisation's sustainability practices. These findings suggest the need for tailored communication and engagement strategies to ensure that sustainability initiatives resonate equally across different demographic groups.

5. Interconnectedness of Sustainability Dimensions: Overall, the study highlights the interconnectedness of Green Recruitment and Selection, Environmental Consciousness, and Sustainable Leadership. Improvements in one area are likely to positively influence the others, reinforcing the importance of a holistic approach to sustainability. The significant positive relationships identified between these dimensions underscore the need for integrated strategies that align recruitment practices, cultural initiatives, and leadership efforts to achieve the organisation's sustainability objectives.

In conclusion, this study provides a comprehensive understanding of how sustainability can be effectively integrated into the organisational fabric. By focusing on recruitment, consciousness, and leadership, the organisation can build a robust and enduring commitment to environmental sustainability. The findings serve as a guide for other institutions seeking to enhance their sustainability practices, demonstrating that a strategic and holistic approach can yield significant benefits for both the organisation and its stakeholders.

CHAPTER 6 CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

The chapter introduces the conclusion and recommendations of the thesis. The private higher educational industry is a very integral part of the South Africa higher educational industry. The overall purpose of this study is to evaluate green human resource management of green recruitment and selection as an innovative approach to environmental/organisational sustainability in a private higher educational setting and to propose a framework for green human resource management using green recruitment and selection as a lens.

6.2 BACKGROUND TO THE STUDY

Concerns about protecting the environment and using environmentally friendly and clean production methods are increasing. (Cebr, 2013:4). Environmentally friendly requisites strengthen an organisation's understanding of the need to meet the necessities of customers and businesses as well as the law (Pham, Tučková, & Jabbour, 2019:3). Therefore, businesses are now responsible for environmental

benefits in general and the environmental consequences of their actions. Equally important Jabbour, and De Sousa Jabbour, (2016:3), mentioned in Chapter 1.1 assert that contemporary business and management procedures have obligated businesses to implement management processes and procedures that encourage, improve, and employ green management practices stressing the significance of green human resource management and green management methods. Mthembu (2019:8a), declared in Chapter 1.1 that green human resource management in the 21st century necessitates supply, transformative, and ecologically cognisant human resource management specialists, especially in South Africa where green human resource management such as green recruitment and selection are not well-explored.

6.3 SUMMARY OF THE PROBLEM

Population increase due to globalisation and economic development has resulted in human pressure on ecological resources such as land, water, minerals, and even air. The exploitation of natural resources has heightened greenhouse gas emissions, global warming, and the destruction of the ozone layer. As a result, organisations in all industries, especially private higher educational institutions, are required to integrate organisational management skills with advanced workforce management strategies such as green recruitment and selection. Given the United Nations conference on the human environment in 1972, higher education institutions have progressively accepted active processes to promote sustainable development. Sustainable development in the higher education industry has been endorsed, for example, through declarations and charters (Lozano, Lukman, Lozano, Huisingh, and Lambrechts, 2013:3), the revamp of curricula (Dumont, Shen, and Deng, 2017:56), regional and worldwide alliances and sustainable campus initiatives (Vaughter, McKenzie, Lidstone, and Wright, 2016:4). Higher educational institution engagement with sustainable development has suggestively expanded since 1987 (Lozano et al., 2013) and was further encouraged through the UNESCO Decade of Education for Sustainable Development (DESD 2012:2), which aimed to integrate the principles of sustainability into all aspect of education. Accordingly, Ajayi and Oyedele (2018:45) state that data connecting green human resource management strategies such as green recruitment and selection and environmental/organisational sustainability in the private higher education sector are scarce on the African continent. There is a lack of accountability and knowledge regarding environmental protection among organisers

(Ahmad, 2015:56). The concern highlighted in this study is preceded by the fact that though companies provide induction and orientation programs for new employees, there is a lack of training on job duties and ecological obligations. In addition, organisational management usually found in private higher education institutions lacks ecological awareness and therefore does not understand green practices such as green recruitment and selection, which are the core functions of green workforce management. In addition, organisations use a variety of recruitment tests instead of electronic selection or telephone/video conferencing interviews, which increases skill utilisation, is costly, and takes more time to complete the recruitment and selection process. This study evaluates the concept of green human resource management by gauging green recruitment and selection as an innovative approach to environmental/organisational sustainability, followed by a framework for developing, implementing, and promoting green human resource management such as green recruitment and selection. The research was quantitative with a descriptive posture wherein a systematic survey was applicable for primary research records. The statistical package for the social sciences (SPSS) IBM version 29 version was used to investigate records. A pre-tilted classified concluded survey exhausting a 5- 5-point likert gauge was distributed to the expected population of ($n=324$) respondents. This study was limited to only the employees of a private tertiary institution in Durban KwaZulu-Natal who consented to participate in this study. Owing to the number of participants in the study the survey technique was found to be relevant.

6.4 CONCLUSION BASED ON THE FINDINGS

The study is premised on the evaluation of green human resource management as an approach to environmental/organisational sustainability: a case study of a private tertiary institution in Durban. The conclusion of this study is focused on the objectives and research questions that were emphasised in chapter one. This also includes the results from the three dimensions as linked to the slated hypothesis. **1. integration of green recruitment and selection:** The study established that green recruitment and selection play a vital role in promoting a sustainable organizational culture. The findings demonstrate that effective green recruitment practices not only attract candidates who prioritize environmental issues but also improve the overall organizational awareness and commitment to sustainability. This aspect was positively correlated with both environmental consciousness and sustainable

leadership, underscoring its essential role in integrating sustainability within the organization. In addition, **2. promotion of environmental consciousness:** the concept of environmental consciousness has become a key component of the organization's sustainability initiatives. The strong correlation between environmental awareness, green recruitment and selection, and sustainable leadership indicates that cultivating an environmentally conscious culture within the organization is essential. These findings emphasize the necessity of ongoing training and effective communication to sustain and advance this awareness among employees, ensuring that environmental values are thoroughly integrated at all levels of the organisation. Furthermore, **3. role of sustainable leadership:** The notion of sustainable leadership was a significant influence by both environmentally focused recruitment and selection practices, as well as a strong awareness of environmental issues. The study highlights the critical role that leadership plays in advancing sustainability initiatives and fostering a culture aligned with these values. Leaders who are recognized for their commitment to sustainability are more likely to motivate employees to adopt similar commitments, thus enhancing the organization's overall sustainability objectives.

Rendering to the views of Musa and Othman (2020:56) in recent years pressure from stakeholders for organisations to adopt ecologically friendly business practices has improved therefore it is now significant to identify green practices that contribute to sustainability. Conferring to Zhang, Luo, Zhang, and Zhao, (2019:5) adopting environmental/organisational sustainability with detailed employee job roles and descriptions permits an organisation to integrate environmental /organisational strategies into daily growth and production in such a way that waste is reduced and managed. All employees are aware of how their tasks and functions can promote resource sustainability. Ajayi, & Oyedele, (2018:14) state that awareness around natural matters and employee attitudes and behaviours has played a critical role in pro-environmental activities nevertheless the need for awareness conveys barriers and difficulties towards pro-environmental attitudes and behaviours for organisational supportability. In line with the preceding assertions, many significant findings emerged from the wide-ranging empirical analysis of the data. Moreover, these findings were also substantiated by other authors and researchers who performed similar studies, and their conclusions were contextualised for the results of the current study. Therefore, the exploratory framework recognised for this study proved its tenability and scientific value.

6.5 REFLECTIONS AND EVALUATION OF THE STUDY

6.5.1 To Examine Green Human Resource Practices at a specific private tertiary institution under-study

A study by Singh, Giudice, Chierici, and Graziano, (2020:4) classifies fundamental literature on the importance of green human resource management practices revealing that as practice green human resource management practices such as recruitment and selection is key in environmental and organisational sustainability. Therefore, some of the widely used green human resource management practices are postulated however for this study emphasis is highly placed on green recruitment and selection which is the main truth of the study:

6.5.1.1 Green Performance Management and Appraisal

Green performance and appraisal estimate how workforces are evolving toward a greener climate. As suggested by Nawangsari, and Sutawijaya, (2019:3) green performance management, and appraisals are extremely fundamental piece of green human resource management practice that allows supervisors and staff to impact the progression and suitability of gifts and resulting pay. Ajadi, Adewumi, and Ntshangase (2022:11) indicate that organisations with environmentally conscious employees can reap various benefits. These benefits include tax credits and incentives, enhanced efficiency, healthier work environments, and cost savings achieved through measures such as reducing printing, turning off lights in unoccupied rooms, and replenishing ink cartridges.

6.5.1.2 Green Training and Development

Green training and development can be considered as an expansion of classified ecological and employee performance with the later developing information, skills, and capabilities fundamental for resourcefulness among different and multi-skilled people (Steg and Vlek, 2009:1). In line with the green training and development facet the provision of training on green recruitment and the selection can increase organisational awareness, skills, and expertise in terms of environmental/organisational sustainability and selection of applicants who are sufficiently aware of greening to fill job vacancies enhances the success of green recruitment and selection. (Afsar, Badir, & Kiani, 2016:56). Employee participation in

environmental awareness training efforts creates ongoing knowledge and commitment wherein employees can then recognise how the environment can influence and influence their duties and decisions. (Ahmad, 2015:6).

6.5.1.3 Green Rewards and Compensation

Alnajdawi, Emeagwali, and Elrehail, (2017:4) avow that incentives and rewards can increase employees' attention at work and encourage them to employ maximum effort to achieve organisational goals. In an investigation of 469 US firms working in high-contamination businesses. Berrone and Gomez-Mejia (2009:45) portray the adequacy of green rewards and compensation in an investigation of 469 US firms working in high-contamination businesses. Findings revealed that organisations with an eco-accommodating execution paid their CEOs more than firms that were not eco-accommodating.

6.5.1.4 Green Recruitment and Selection

Dal Mas and Paoloni (2019:89) argue that having good environmental workers is necessary to achieve environmental goals since environmental workers are the behavioural determinants of green performance. In this regard, Zibarras and Coan (2015:45) argue that it is vital to hire employees according to environmental knowledge. In addition, Raineri and Paille (2016:34) show that green recruitment and selection is about the process of recruitment and selection of candidates who understand environmental issues and are willing to commit to ecological performance. Besides, Raineri, and Paille, (2016:34) suggest that green recruitment and selection is concerned with the process of hiring candidates who are sensitive to environmental issues and willing to commit to ecological performance. For this study, the specific green human resource management process of green recruitment and selection was exhausted. Through the lens of Danilwan, Isnaini, Pratama, and Dirhamsyah, (2020:4) green recruitment and selection is a crucial dimension of green human resource management that permits an organisation to create a pool of environmentally responsible applicants by focusing on environmental knowledge and motivation. Chaudhary (2020:3) states that businesses are linking roles and responsibilities to the ecological context. These job specifications and job descriptions are advertised to attract potential employees with a focus on the work environment.

6.6 TO DESCRIBE FACTORS THAT ENABLE AND CONSTRAIN GREEN HUMAN RESOURCE MANAGEMENT PRACTICES SUCH AS GREEN RECRUITMENT AND SELECTION IN LEVERAGING ENVIRONMENTAL/ORGANISATION SUSTAINABILITY AT PRIVATE TERTIARY INSTITUTION

Firms often evaluate candidates' environmental concerns as selection issues in the framework of green recruitment and selection. Appropriately current green human resource management practices such as green recruitment and selection include asking environmental questions when questioning or assessing candidates selection of candidates appropriately involved in greening to fill vacancies (Anton Arulrajah, Opatha, and Navaratne, 2016:134). Premised on the ongoing assertion it is no fact that when well-planned and implemented green recruitment and section will provide a competitive advantage for organisations. Taking into consideration the preceding assertion it is therefore important to recognise the factors that enable and constrain green recruitment and selection are as follows:

6.6.1 Applicant Selection Criteria

A study by Renwick, Redman, and Maguire (2013:5) classifies drivers of green selection and selection into three aspects: candidates' environmental perceptions, green employer brands, and green candidate recruitment criteria. An assessment of these is widely considered as the suitability criteria of applicants based on green recruitment and selection, however, attention should be paid to environmentally conscious candidates. Thus, there is a highly significant relationship between application for employment at the private tertiary institution based on green and environmental issues being included in the job description as criteria. This resonates with the assertion of Mata et. al. (2021:56) stating that hiring based on the right skills and ecological knowledge help companies succeed in ensuring environmental and sustainability.

6.6.2 Green Criteria

According to Arulrajah et al. (2016:90), the inclusion of environmental standards in job postings is an important aspect of green recruitment and selection. Therefore, it is significant for job analysis to focus on environmental concerns, ecological efficiency, and opportunities for future green workers (Roscoe, Subramanian, Jabbour, & Chong 2019:10:13).

Mandago, (2018:56) states that environmentally concerned new jobs endeavours to protect the environment and environmental/organisational sustainability and linking employee core competencies to green recruitment and selection increase productivity and reduce cost in terms of environmental/organisational sustainability. The preceding outcome is line Ahmed (2015:14) stating incorporating sustainability practices into an organisation's job description allows for each job function to be assessed against relevant sustainability practices thereby increasing productivity and cost.

6.6.3 Green Induction

Premised on the ongoing discussion on the enablement of green recruitment and selection, Opatha and Hewapathirana (2019) emphasised that the induction aspect of green recruitment and selection should ensure that new employees need to ensure that employees understand and approach their corporate environmental culture with significance. This view can be viewed through the lens of Fapohunda, Genty, and Olanipekun (2022:45) green training and development in terms of green (R&S) have been recognised as a genuine means of addressing environmental challenges.

6.6.4 Environmental Responsibilities

In term of the facet of green recruitment and selection Kramar (2014:67) posit that with green recruitment and selection that important of understanding environmental responsibilities, on the part of an employee and becoming familiar with occupational health and safety regulations and assessing the company's environmental culture and environmental policies/practices to engage in the relevant relationships within the company is important.

Premised on the discussion on the enablement and green recruitment and selection, like any new policy, practice, or application, has some challenges. These difficulties are the lack of a comprehensive understanding of the concept of using green (R&S) (Likhitar and Verma 2017:12) and the existence of unskilled and unmotivated workers to implement them (Cheema, Afsar and Javed, 2019:45). In line with prior assertion some important constraints regarding the implementation of green recruitment and selection acknowledged in the study, therefore, some widely recognised constraints are as follows:

6.6.5 Time Consumption

Hossein and Rahman (2017:45) assert that a major obstacle to the application of green recruitment and selection is premised on the fact that the process takes a long time and requires a lot of investment in the early stages but does not lead to great success in the end.

6.6.6 Absence of a Comprehensive Plan and Objection of the Applicant

Accordingly, Satyapriya Kanimoji and Adhilakshmi (2013:67) found that the main obstacles to green recruitment and selection are concerned with the absence of a complete green recruitment and selection plan and the uncertainty of green values which makes staff resilience low.

6.6.7 Complexity and Difficulty

In continuing with the constraints of green recruitment and selection as discovered in the reviewed literature of this study, Husaini and Jusoh (2017:13) suggest that the complexity and difficulty of being aware of greening in organisations is a major stumbling block, there are other barriers to recruitment and green selection. In addition, Husaini, Jusoh, and Kassim (2018:11) assert that technical assistance hinders the implementation of green recruitment and selection processes and that the absence of support may arise from the complexities associated with adopting new technologies.

6.6.8 Lack of Administrative Support

Generally, when organisational visions are not related to environmental management, executives see less interest in organisational greening thus seeing it as a cost or obligation to implementation without prioritisation, rather than as a core business. To explain how the lack of administrative support is problematic, Alnajdavi et al. (2017: 56) state that many network managers are not interested in environmental management thus opinions that employees do not even support it because they do not believe that environmental management is a management task.

6.6.9 Lack of Configuration

An organisation's vision and mission for its human resources strategy and overall vision may support the designation of an organisation's management, but not a human

resources strategy that may generate disputes for its management. Through the organisation's human resources management department (Mtembu, 2018:3b).

6.6.10 Opinions of Employees and Stakeholders

When employees are unenthusiastic, distrustful of environmental practices, and apathetic to these issues, it is difficult not to develop attitudes, behaviours, and acquisitions. As a result, organisations struggled to implement green recruitment and selection, thus employees become critical partners of the organisation. (French-Bravo and Crow, 2015:4). A study by Mandago (2018:3) on Kenya state corporation results from a regression analysis indicated that green rewards and compensation can be held as opinions of employees and stakeholders, and it harmed environmental sustainability.

6.7 TO ANALYSE THE EFFECT OF GREEN RECRUITMENT AND SELECTION ON ENVIRONMENTAL/ ORGANISATIONAL SUSTAINABILITY AT A PRIVATE TERTIARY INSTITUTION

Currently, green (HRM) has become an important business practice for organisational (HRM) departments that play an effective role in establishing a green environment in their offices. (Roscoe, Subramanian, Jabbour, and Chong, 2018: 9). Thus, Renwick, et. al. (2013:9) argue that green recruitment and selection is a dimension of human resource management that, if properly applied, has a positive influence on organisational sustainability. In addition, Opatha, and Hewapathirana, (2019:6) submit that when green recruitment and selection is profoundly entrenched in traditional recruitment and selection and therefore plays a major role regardless of economic growth or recession, and when planned and implemented green recruitment and selection practice enables the later stages of organisational entry, including green training and development and green employee participation. Furthermore, Pham and Paillé (2019:67) contend that green recruitment and selection as an arrangement is fixated on the given importance of the environment, and creating it is a key component within the organisation.

Therefore, some of the important benefits of green recruitment and selection are:

6.7.1 Corporate Image and Brand

Masri and Jaaron (2017:6) assert that green recruitment and selection not only enhance corporate and brand image but also play a crucial role in fostering employee awareness and commitment to the conservation of natural resources. Furthermore, these practices contribute to contamination control, waste management, and the production of eco-friendly products. However as depicted in the study there is no significant relationship between the environmental performance of the private tertiary institution and the integration of green human resource management practices promoting corporate social responsibility towards environment/organisational sustainability. A study conducted by Muhammad Ali and Nisar (2022:23) challenges previous findings by offering empirical evidence that indicates a positive correlation between the implementation of green human resource management and the environmental performance of higher education institutions. This research affirms that modifications in employee behaviours, driven by green human resource management practices, can significantly influence an organization's environmental performance and enhance corporate social responsibility.

6.7.2 Improvement in Overall Performance

Chaudhary (2019:12) highlights that the implementation of green recruitment and selection offers several distinct advantages that can ultimately benefit an organisation. This has contributed to the development of a 'green and competitive' ethos. These views are consistent with those of Auranzeb and Bhutto (2016:89), who examined the impact of green human resource management practices, including green recruitment and selection, on business performance within Pakistani companies, and found a positive correlation between green recruitment and selection and enhanced business performance.

6.7.3 Reduce Cost

Premise on the ongoing discussion it can be deduced that green recruitment and selection initiatives help companies find other ways to cut costs without losing human capital. In green economy organisations grow by going green and creating an environmental advantage that leads to a lot of savings, thereby reducing their carbon footprint (Prasad 2013: 23).

6.7.4 Competitive Advantage

Razab, Udin, and Osman (2015:90) conducted a study examining the impact of a company's environmental standards on employee recruitment. Their findings indicate that a company's commitment to environmental practices enhances its positive profile and provides a competitive advantage. However, findings postulated a limited significant relationship between recruitment messages that include environmental behaviours and commitment criteria, as well as the impact of both monetary and non-monetary rewards related to environmental achievements on enhancing organizational sustainability. These results align with a study by Mandago (2018:3), which reported that most respondents disagreed that the implementation of green rewards, whether monetary or non-monetary, significantly influenced environmental sustainability.

6.8 TO PROPOSE A FRAMEWORK FOR THE DEVELOPMENT AND IMPLEMENTATION OF GREEN RECRUITMENT AND SELECTION TO ENHANCE ENVIRONMENTAL AND ORGANISATIONAL SUSTAINABILITY

A new model (Fig 3.4) is developed which postulates the effective implementation of green recruitment and selection in the private tertiary institution understudy. It comprises of (PHASE 1) top management in the role of creating a vision, and mission statement these includes policies and operational guidelines with includes funding for greening management effort in organisations. Corresponding to the findings from a study by Haldorai, Kim, and Fernando Garcia (2022:1) top management green pledge and green rational capital had a direct impact on green human resource management and hotel environmental performance.

The second phase of the module is based on (PHASE 2) the role of the organisational human resource department it is espoused from the framework that the human resource department of an organisation can expand upon an organisation's green human resource management guidelines, procedures, and policies. communicate the policies effectively to all employees. In addition, in the implementation of green recruitment and selection, the human resource management department can (use green/online, paperless/e-recruitment, be supply to candidates with no online access, and ask questions based on environmental and organisational greening). Furthermore, the role of an organisation's human resource department can be viewed through the lens of providing green orientation and training (embracing greening

activities of the organisation in the onboarding process. Referring to the ongoing discussion organisational human resource management can develop programs and campaigns that can be aligned with green and environmental days to hearten a greening culture within an organisation. In addition, green engagement (ensure management buy-in, trade unions, staff, and all key stakeholders) and green performance (green key performance indices, rewards for green inventiveness by employees) are key responsibilities of the organisational human resource department in an organisation's effort to become green. Green reimbursement (inducements to eco-champions on campus and institutional aligned awards) and facilitation of environmental learning (environmental awareness, education, and cultural change) programs are all well-known responsibilities of an organisation's human resource department. In addition, the ongoing assertion is a clear indication that an organisation's human resource management department plays a significant role in empowering green organisational culture because it influences the values, beliefs, and conducts of employees through the processes of hiring, training, appraisal, and incentivisation (Amini, Bienstock, & Narcum, 2018:3)

The third (PHASE3) of the developed framework counts on the role of the tertiary academic department illustrating that in the implementation of green recruitment and selection as practice, the academic department of the private tertiary institution under study should have a course that has a curriculum that is aligned with greening/ environmental sustainability. The academic staff of the private tertiary institution should be able to conduct research and development on environmental sustainability, renewable energy, climate change, and environmental protection. According to Tangwanichagapong, Nitivattananon, Mohanty and Visvanathan, (2017:3), reflecting on the vast space, the population of private tertiary institutions generates large amounts of waste, including plastic, paper, and electronic waste, which contaminates the supply in water and the environment, in the event of improper handling. Instructors at private post-secondary institutions can therefore set a good example by ensuring environmental integrity in job postings and by assessing candidates' environmental principles through situational questions related to environmental protection during the process. of interview. The phase of the framework is (PHASE 4) corporate and student service who can enable environmental awareness campaigns regarding ways to mitigate environmental degradation and help in engaging both internal and external

(prospective applicants) stakeholders on the significance of environmental sustainability and green matters. The preceding view is supported by Saeed, Afsar, Hafeez, Khan, Tahir, and Afridi, (2018:3) positing that the successful implementation of green human resource practices in guaranteeing environmental sustainability is based on the improvement of the environmental knowledge of employees. Aligning to (PHASE 5) campus management is advised that the private tertiary institution under study should institute green structures such as green edifices and recycling places including workshops on the effective use of natural resources such as water and paper. According to Dadmand, Naji-Azimi, Farimani, and Davary, (2020:2), policies and workshops for water resources protection are critical in mitigating water resources as an environmental challenge, but if such strategies are not appropriately applied or if the implementation process is deferred, their planned purpose are probable to be compromised.

6.9 RECOMMENDATIONS

Ascending from the empirical analysis of findings, the subsequent recommendations are made to the specific private tertiary institution in Durban KwaZulu-Natal Province.

- The management and the human resource management department of the private tertiary institution should have vital policies that guide that guide the recruitment and process and make sure it is compatible with eco-friendly and sustainability management principles that ensure that prospective applicant with 'green minds are employed. Equally important it recommended that the private tertiary institution need to evaluate job candidates. This generally implies assessing whether job applicants are environmental aware. Mehta and Chugan, (2015:4) opined that through green recruitment and selection new workforces are inculcated and get accustomed with the ethos of the organisation, right from the start and therefore it is essential for them to understand firms' commitment to green management.
- After training organisation recruitment and selection officers on how to evaluate job applicants' knowledge, skills and commitment to environmental management, companies should develop a message that outlines green job description (Mehta and Chugan, 2015:4). Green job descriptions refer to jobs

and responsibilities conducted in an environmentally responsible manner (Renwick et al., 2013: 78). The top management and human resource management department of the private tertiary institution should ensure that there is a green job description policy in place that guide recruitment officers on the significance of environmental and sustainability adherence. This helps in incorporating employees' determination in acknowledging the importance of environmental and sustainability management issues in the organisation. For openness, the ecological requirements of the best candidate should be written in the job posting and communicated to all candidates (Jabbour, 2013: 3).

- Based on the evaluation of prospective candidates' knowledge, top management should ensure that short-listed applicants are highly dedicated to environmental issues. Though the evaluation process uses relevant methods to provide candidates with evidence of the environmental behaviours and information needed to fill in job descriptions (Pinzone et al. 2016: 45), simply listing the number of applicants will form the basis of many evaluations. In addition, it is recommended that all job vacancies should be publicised online, and this should also consist of all other possible recruitment and selection procedures. Prasad, (2013:45) state that there is also a need to design a green psychometric evaluation test to know the attitudes and values required for the quick adoption of green behaviour.
- Top management should ensure that new employees should be made aware of the environment and positive impact, and orientation aimed at providing employees with knowledge and skills on environmental care should be provided. staff should also be aware of rules and guidelines regarding environmental and safety issues. In addition, there should be provisions and arrangements of funds for critical green projects and programs. The prioritising will provide motivational opportunities for employees in adopting green behaviours and practices. Top management support may also include setting up a management team to organise all green initiatives, with terms of reference. The team should cut across all departments at the private tertiary institution understudy.

- Postulation from the green literature showed that employing staff who hold the same values is not sufficient; it is also critical to educate and train them on the organisation's green culture. It is advised that senior management and human resources at private universities take part in specialised training on environmental management topics like security, energy use, and waste as a crucial component of green human resource management in enterprises. As was management, recycling, and environmental development, education, and training.
- It is also recommended that the private tertiary institution understudy should develop green employer branding and implement the practices of awareness. Therefore, creating a workplace climate in response to insufficiencies in the national education and skill development system in terms of environmental protection. Additionally, the institution should offer both financial and non-financial rewards and generate a protective leadership style that creates a climate that is able to react to an educational context that favours climate conservation.
- In the implementation of green recruitment and selection of a major green human resource management, it is recommended that the private tertiary institution build a platform for environmental protection. This can be done by focusing on eco-friendly culture as an impetus for the implementation of green initiatives. At the organisational level, managers and leaders must show interest in the organisation's environmental journey and show support for environmental sustainability by including it in roles and comments.
- It is recommended that private tertiary institution should seek financial support from the government and financial institutions to provide funding opportunities for designing and implementing green corporate policies and strategies.

6.10 RESPONSE RATE

For this study a response rate of ($n=324$) 99.0826% was achieved since the researcher independently managed the surveys process.

6.11 LIMITATIONS TO THE STUDY

Conferring to Ross and Zaidi, (2019:4), limitations to the study represent aspects of the design that may affect the results and outcomes of the study. Therefore, it is the researcher's responsibility to inform the academic community about the success and fairness of the limitations of the research. An important limitation of the study is that the study is limited to a private higher education industry. Another limitation is that there are limited studies of green recruitment and selection as compared to generalised green human resource management field therefore this study provides an understanding of green human resource management through the lens of green recruitment and selection as an approach to organisation and environmental sustainability: a case study of a private tertiary institution in Durban. The Republic of South Africa.

6.12 RECOMMENDATIONS FOR FUTURE STUDIES

The study is quantitative and exploratory and survey research methods were applied to manipulated to collect data from the participants therefore a supplementary examination may be conducted with the aim of exhausting qualitative techniques. A qualitative research approach will help in countering the scientific methods to accommodate dialogues around green recruitment and selection and sustainability to accumulate primary data from the potential participants with slight limitations. Other scholars possibly will conduct their investigation with a public tertiary educational institution in the KwaZulu-Natal province or other regions in South Africa to make a proportionate experimental analysis.

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Annexure A: Covering Letter to Questionnaire

Title of the Research Study: An Evaluation of Green Human Resource Management as an Innovative Approach to Organisational Sustainability: a case study of a private tertiary educational institution

Researcher: Mr. Samuel Bangura, Masters Management Sciences (Human Resource Management)

Supervisor/s: Deputy Dean: Dr. M.E. Lourens Ph.D. in Management Sciences:

Human Resource Management Brief Introduction and Purpose of the Study: The study is conducted for purely academic purposes and your participation is entirely voluntary; your right to withdraw in terms of participation any time during the study is highly acknowledged. The procedure involves completing a survey that will take approximately 25 minutes. The survey questions will be about green human resource management practices in the lens of green human resource management as an approach to environmental/organisational sustainability. Through your participation, I hope to understand and propose an informed framework on the green management practice of green human resource management.

Risks or Discomforts to the Participant: Participants in this study are offered the opportunity to declare the type of anonymity and confidentiality in their involvement in this study. I will do my best to keep your information confidential. To help protect your confidentiality, the survey will not contain information that will personally identify you, and I will not ask for your name. All information collected in this study will be kept completely confidential to the extent permitted by law and the study will be conducted in English.

Reason/s, why the Participant May Be Withdrawn from the Study: for reasons such as non-compliance, illness, adverse reactions, It, is significant to note that there is no penalty if you do not participate. You may stop the survey at any time or skip any questions you do not wish to answer and there is no penalty for such action.

Remuneration: DUT postgraduate research funding.

Costs of the Study: NA

Persons to Contact in the Event of Any Problems or Queries:

Please Contact the Researcher (0796881646), My supervisor: Dr M. E. Lourens (031 373 6798), or the Institutional Research Ethics Administrator

General:

Potential participants must be assured that participation is voluntary and the approximate number of participants to be included should be disclosed. A copy of the information letter should be issued to participants. The information letter and consent form must be translated and provided in the primary spoken language of the research population e.g., isiZulu.

Full Name of Researcher: Samuel Bangura

Supervisor: Dr M.E. Lourens

Deputy Dean FMS

Tel: 031 373 6798

Email: melaniel@dut.ac.za

Appendix B: Questionnaire

Section A: Demographic Information of Respondents

Please cross (x) the response that best describes you:

1. Gender

Female	Male

2. Age

20-29	30-39	40-49	50-59	Over 60

3. For How Long Have You worked with the Institution?

Less than 5 years	5-10 years	10-15 years	15- 20 years	20-25 years

4. Current Position held at the Private Tertiary Educational Institution.

a.	Senior General Manager	
b.	Academic Manager	
c.	Manager	
d.	Supervisor	
e.	Lecturer	

Section B: Developing green human resource management practices/green recruitment and selection and the factors that enable and constrain green recruitment and selection human resource management in leveraging environmental/organisational sustainability.

On scale of 1-5 indicate to what extent you agree or disagree with the following statement regarding developing of green human resource management practices among the employees of the private tertiary institution.

No.	Statement	Answer Codes				
		1	2	3	4	5
		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
5	My application for employment at the private tertiary institution was based on green issues					
6	During the interview questions on environmental management and sustainability was asked					
7	Green/environmental issues were addressed during the induction/orientation process					
8	Green/ environmental issues were included in my job description					
9	Training on green recruitment and selection increases organisational awareness, skills and expertise in terms					

No.	Statement	Answer Codes				
		1	2	3	4	5
		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
	of environmental/organisational sustainability.					
10	Job description and Specification includes environmental concerns.					
11	Selection of applicants who are sufficiently aware of greening to fill job vacancies enhances the success of green recruitment and selection					

SECTION C: The Effect of the Green Human Resource Management Practices on Environmental/Organisational Sustainability and a Framework on the Implementation of Green Human Resource Management Activities on Enhancing Environmental/Organisational Sustainability.

No.	Statement	Answer Codes				
		1	2	3	4	5
		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
13	Environmental oriented culture improves environmental/organisational sustainability					
14	Providing environmental training to organisational members increase environmental awareness and leverages environmental/organisational sustainability.					
15	Organisations with environmentally conscious employees can reap substantial benefits in terms of environment/organisational sustainability.					
16	Green recruitment and selection wastage, optimum utilisation of resources, safeguarding of energy and reduces the causes of environmental degradation.					
17	Environmentally concerned new jobs endeavor to protect the environment and					

No.	Statement	Answer Codes				
		1	2	3	4	5
	environmental/organisational sustainability.					
18	Environmental performance of the company attracts highly qualified employee.					
19	Lack is green human resource management policy impact environment/organisational sustainability.					
20	Integrating green human resource management practices promotes corporate social responsibility towards environment/organisational sustainability.					
21	Linking employee core competencies to green recruitment and selection increase productivity and reduce cost in term of environment/organisational sustainability.					
22	Recruitment messages include environmental behavior/commitment criteria increase environment/organisational sustainability.					
23	Jobs positions designed to focus exclusively on environmental					

No.	Statement	Answer Codes				
		1	2	3	4	5
	management aspects of the organisation attract and maintain top green talent.					
24	Non-monetary and monetary rewards based on the environmental achievements increases environmental/organisational sustainability.					
25	Introducing rewards for innovative environmental initiative/performance increase environmental/organisational sustainability.					

THANK YOU

Appendix C: Letter of Permission

09 July 2019

Mr S Bangura

UN14 Online

2 Maryvale Road, Dawncliffe

Westville

3629

Dear Mr. Samuel Bangura

Re: Permission to Conduct Research

The research area as per your request dated 26th June 2019 An Evaluation of Green Human Resource Management as an Innovative Approach to Organisational Sustainability: a case study of a Private Tertiary Educational Institution in Durban, Kwa-Zulu Natal. is acknowledged.

This letter serves to confirm that permission has been granted for you to conduct your research at Educor Holdings leading to the awarding of a Doctor of Philosophy specialising in Human Resource Management at the Durban University of Technology.

We trust that the primary data collected will be treated with confidentiality and that the name of our institution will not be mentioned if you have to publish your work.

We also wish you well in your study.

Professor Adolf Lowies

Dean: Institutional Planning and Research

Educor: Academic Department

Appendix D: IREC and Proposal Approval Letter



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

3 March 2020

Student Name: **Mr S Bangura**

Student No: 21649413

Dear Mr S Bangura

DOCTOR OF PHILOSOPHY IN MANAGEMENT SCIENCES: HUMAN RESOURCES
TITLE: Green Human Resource Management as an approach towards Environmental and Organisational Sustainability at a private tertiary institution.

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: **Approved – Ethics Level 2**

Date of FRC Approval: 3rd March 2020

Approval has been granted for a period of two years from the above FRC date, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires. Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's. Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours sincerely

Prof JP Govender Chairperson: Faculty Research Ethics Committee

EDITING LETTER

696 Clare Road

Clare Estate

Durban

4091

20 April 2023

To: Whom it may concern

Editing of D.Phil Dissertation: S. Bangura

An Evaluation of Green Human Resource Management as an Approach to Organisational/Environmental Sustainability: a case study of a private tertiary institution, Durban, South Africa

This letter serves as confirmation that the aforementioned thesis has been language edited. The requisite grammatical conventions have been met.

Any queries may be directed to the author of this letter.

Regards

MP MATHEWS

Lecturer and Language Editor

Mercimathews4@gmail.com

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