Employee Green Behavior And The Role Of A Green Sustainable Recruitment And Selection Plan. A Call For Action

Dr. Asmat Nawaz Khattak¹, Dr. Muhammad Maqsood Khalid²

¹,²Superior University, Lahore, Pakistan.

Abstract
To achieve green employee behavior, there is an increasing need for pro-environmental and pro-social corporate management methods and practices. Green recruiting and selection plans are required for green behavior. The goal of this study is to look into the various aspects of the staff recruitment and selection process, as well as the creation of a green recruiting and selection plan. A comprehensive study of the literature is carried out for this goal, utilizing an archival method to discover published research studies on green HRM practices. To build the green recruiting and selection plan, a focus group is held, and 10 industrial experts' open-ended replies are collected and analyzed using thematic analysis. For future green organizations, a "Green Sustainable Recruitment and Selection Plan" (GSRSP) has been designed. A green conduct philosophy has been presented. The key antecedents of employee green behavior, according to our findings, are digitalization, green practices, and green corporate culture.

Keywords: Green OD, Behavioral Intervention, Pro-environmental Strategies, Pro-Societal Strategies, Employee Green Behavior

INTRODUCTION
Employee Green Behavior (EGB) is a sort of workplace behavior that protects the environment from many types of pollution. Preventive steps must be implemented to safeguard the environment from contamination and conserve natural resources. Greening is also associated with safety. The proper disposal of waste is required in businesses. It is better for future generations to conserve natural resources. Because resources are scarce, they should be handled with caution. Employees should make it a habit to conserve all types of resources. Going green not only helps to keep the environment clean and pure, but it also provides us with a fantastic sense of fulfillment, comfort, and enjoyment.
EGB is a major issue in industrialized cultures and a matter of concern in developing societies, and green practices are now widely advocated (Haddock-Millar, Chandana & Mueller-Camen, 2016). EGB and performance are essential in today's workplace. Previous study has found that green HRM actions and practices have a lower environmental impact. Reduced paper waste can help businesses become more environmentally conscious (Bhutto & Aurangzeb, 2016; Mehtab-un-Nisa & Mehmood, 2016). To ensure society's well-being, organizations must make dramatic adjustments to their management systems (Kasztelan, 2017; Main Uddin & Rabiul Islam, 2015; Ahmad, 2015; Mehta & Chugan, 2015).

Organizations and scholars are becoming more interested in EGB, and they are studying employee pro-environmental behavior. Kerrie, Unsworth, Matthew, Davis, Sally, Russell, and Bretter (2021), for example, emphasized the relevance of employees' environmental awareness and the necessity for an active system to achieve green behavior in firms. Employee behaviors should be promoted in such a way that they are linked to the organization's greening goals. More systematic monitoring of behavior strategies has also been advised in research investigations (Osbaldiston & Schott, 2012; Fawehinmi et al., 2020).

EGB and pro-environmental practices have also been recommended in numerous current research investigations. Organizations should focus on forming cultures to attain ecologically sustainable workplaces, according to Syafri, Prabowo, Nur and Muafi (2021). Saleem, Qadeer, Mahmood, Han, Giorgi, Ariza-Montes (2021) stated that the environment has become a major challenge, and that green HRM strategies must be designed and implemented in order to attain employee green behavior. Wang, Kim, Rafferty and Sanders (2020) looked into the impact of HRM practices on employee outcomes and work behavior and recommended that future studies look into modern HRM strategies. Cooke, Dickmann and Parry (2020) advocated for a practice-oriented approach to examining how HRM practices affect performance.

As a result, this study was carried out in order to design HRM practices that would result in employee green behavior and green performance when implemented properly. We looked at a variety of HRM techniques and created a green employee recruitment and selection plan (GERSP), which is a key driver of behavioral change since it establishes employer-employee and employee-job ties. Green employee recruiting and selection plans, as well as employee green behavior, are rare areas for research and practice in Pakistani business culture. A systematic evaluation of the literature is undertaken using an archival method to discover published studies on green-HRM practices in order to meet the research objectives. Second, a focus group technique is utilized to create a thorough ERSP that is aligned with the business culture in order to accomplish the desired EGB.

The study's findings are valuable assets for corporate executives in charge of implementing green behavior interventions. The objectives of this study are to identify potential components of a green recruiting and selection plan, as well as to develop a plan for achieving green behavior.
1. LITERATURE REVIEW:

1.1. Green Behavior

The most prominent negative aspects of industrialization are environmental degradation and industrial pollution. In undeveloped countries like Pakistan, the situation is far worse. For company executives and authorities, poor legal compliance is also a huge business issue. In this context, company managers' duties to build pro-environmental corporate processes and procedures grow. Employee behavior is also a significant factor in waste savings.

Employee behavior is defined as actions that can be seen. Behavior is made up of three parts. These are antecedents, behaviors, and consequences. Antecedents are external causes that cause behavior to accelerate. If we modify the antecedents, we can change a behavior. Green behavior is an emerging concept in industrialized nations. Green behavior refers to people's actions and activities that contribute to a more sustainable environment. Employee engagement is critical in corporate pro-environmental activities, according to research. Green organizational practices can help to accelerate green behavior (Ones & Dilchert, 2012, Norton, 2016).

EGB is a programme designed to motivate and encourage employees to save the environment and produce as little industrial waste as possible (Renwick et al., 2013). Previous research studies have described the many tools and approaches that can be used to encourage employees to be more environmentally conscious. Ghaffar (2017) suggests compliant HRM practices in his study. Employee involvement at work leads to green behavior and productivity, according to Renwick et al. (2013). Employee productivity is also more crucial than ever. As a result, companies use green HRM practices to boost worker productivity.

1.2. Green HRM

The world is moving toward more environmentally friendly corporate practices. Is it possible to imagine and implement green business methods in emerging economies like Pakistan? Pakistan is the world's seventh most populous country, having a rich and diverse human resource. The main reason for migration from rural to urban areas is job vacancies in metropolitan cities. The outcomes of the Pakistan Economic Survey 2018-2019 are shown in Table 1. Manufacturing plays a significant role in Pakistan's economy, with a 13 percent decline in the fiscal years 2018-2019. The growth of large-scale manufacturing (LSM) has slowed to 2.93 percent (Pakistan Economic Survey, 2018-2019). The poll also found that the private sector's performance and worker productivity are both unsatisfactory. Stabilization, reform, and corporate initiatives are required for higher growth and higher quality products. To increase performance, Pakistan must make fundamental adjustments (Raza Ul Mustafa & Nishat, 2019). For long-term growth, businesses should develop results-oriented strategies (Haleem & Zia Ullah, 2019).
Table 1: Group Wise Growth and Points Contribution to LSM during the Period of July-March FY2018 versus July-March FY2019

<table>
<thead>
<tr>
<th>S#</th>
<th>Groups</th>
<th>Weights</th>
<th>% Chang July-March 2017-</th>
<th>% Chang 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Textile</td>
<td>20.915</td>
<td>0.54</td>
<td>-0.30</td>
</tr>
<tr>
<td>2</td>
<td>Food, Beverages &amp; Tobacco</td>
<td>12.370</td>
<td>-0.76</td>
<td>-4.69</td>
</tr>
<tr>
<td>3</td>
<td>Coke &amp; Petroleum Products</td>
<td>5.514</td>
<td>12.31</td>
<td>-6.00</td>
</tr>
<tr>
<td>4</td>
<td>Pharmaceuticals</td>
<td>3.620</td>
<td>4.50</td>
<td>-8.40</td>
</tr>
<tr>
<td>5</td>
<td>Chemicals</td>
<td>1.717</td>
<td>0.86</td>
<td>-3.94</td>
</tr>
<tr>
<td>6</td>
<td>Automobiles</td>
<td>4.613</td>
<td>18.90</td>
<td>-7.58</td>
</tr>
<tr>
<td>7</td>
<td>Iron &amp; Steel Products</td>
<td>5.392</td>
<td>27.49</td>
<td>-11.00</td>
</tr>
<tr>
<td>8</td>
<td>Fertilizers</td>
<td>4.441</td>
<td>-8.30</td>
<td>4.50</td>
</tr>
<tr>
<td>9</td>
<td>Electronics</td>
<td>1.963</td>
<td>73.77</td>
<td>23.70</td>
</tr>
<tr>
<td>10</td>
<td>Leather Products</td>
<td>0.859</td>
<td>-6.83</td>
<td>0.97</td>
</tr>
<tr>
<td>11</td>
<td>Paper&amp;Board</td>
<td>2.314</td>
<td>9.00</td>
<td>-3.86</td>
</tr>
<tr>
<td>12</td>
<td>Engineering Products</td>
<td>0.400</td>
<td>8.35</td>
<td>9.54</td>
</tr>
<tr>
<td>13</td>
<td>Rubber Products</td>
<td>0.262</td>
<td>6.51</td>
<td>3.47</td>
</tr>
<tr>
<td>14</td>
<td>Non-Metallic Mineral Products</td>
<td>5.364</td>
<td>12.32</td>
<td>-4.96</td>
</tr>
<tr>
<td>15</td>
<td>Wood Products</td>
<td>0.588</td>
<td>-19.71</td>
<td>15.21</td>
</tr>
</tbody>
</table>


Organizations are waking up to the importance of "becoming green" in order to protect the environment for future generations. Green HRM is a fresh and innovative concept. In developing nations, corporate leaders have no idea how to establish and implement green HRM that are in line with their company plan. The void must be addressed since green and pro-environmental businesses are in high demand. Green HRM is the process of evaluating, designing, and implementing societal and environmental friendly initiatives, strategies, policies, and practices within a company while enhancing economic value, growth, and performance (Yeganeh & Glavas, 2008). Positive behavior and organizational effectiveness are improved through efficient resource utilization and effective processes (Khalid & Dastgeer, 2019; Raheem & Khan, 2019). Employee recognition programmes, meanwhile, foster positive behavior (Montani, Boudrias & Pigeon, 2020). As a result, green HRM is a long-term solution (Glavas & Piderit, 2009).

To explain the multifaceted corporate and commercial difficulties, HRM and OD behavioral interventions are devised and executed. OD is a methodical and well-thought-out transformation strategy that employs behavioral science understanding to improve performance (Beckhard, 1969; Robbins, 2003). The concept of green HRM is gaining traction. According to a report published by the Pakistan Meteorological Department in 2012, Pakistan has to develop a comprehensive plan to combat the negative effects of climate change.
Research on green-HRM and corporate performance may be found in the literature. Greening is a holistic process (Jafri, 2012), and research studies in Pakistan have looked into the influence of green HRM practices on performance and proposed green practices to help organizations go green. Green HRM practices boost productivity and business image while reducing environmental impact (Bhutto & Aurangzeb, 2016; Cheema, Pasha & Javed, 2015; Jabbar & Abid, 2014; Mehtab-un-Nisa & Mahmood, 2016). Green practices encourage people to behave in a more environmentally friendly manner. Similarly, significant changes in corporate operations are required in Pakistan to attain representative results (Ahmad, 2015; Fayyazi, Shahbazmoradi, Afshar & Shahbazmoradi, 2014; Mehta & Chugan, 2015).

Many businesses have created green systems in order to incentivize employees and promote green cultures (Yeganeh & Glavas, 2008). Because standard interventions are insufficient to achieve ecological sustainability, we seek to uncover the revolutionary paradigm of green HRM for green workplace. First, an archival method is used to undertake a systematic review of the literature in order to gain a better understanding of the present green HRM. Second, a focus group technique is used to determine the dynamics of green HRM practices and to build behavioral interventions that are aligned with the business culture and strategy in order to achieve desired employee green behavior.

1.3. Employee Recruitment and Selection
The process of attracting and choosing qualified job seekers is known as recruitment. The recruitment and retention of professional personnel are critical to the attainment of corporate goals. Because of the changing nature of new technology and management systems, organizations are adjusting their recruitment and hiring strategies. To attract prospective prospects, a variety of new tactics are used. Many research studies have found that businesses are implementing green-HRM principles and methods. Candidates prefer to work for companies that have a more environmentally conscious corporate culture (Bhutto & Aurangzeb, 2016; Cheema, Pasha & Javed, 2015; Jabbar and Abid, 2014; Mehtab-un-Nisa & Mehmood, 2016). During the socializing process of new employees during recruitment, organizations can simply create green culture (Jackson & Seo, 2010).

The recruitment and selection process aids in enhancing the positive effects of organizational factors. It encourages employees to be more environmentally conscious. Organizations are strategically connecting their mission and corporate strategy with green-recruitment and selection, which is an emerging concept (Kiruthigaa & Viswanathan, 2014). Green recruiting philosophy, according to Kaur (2013), has evolved as a competitive approach. Green performance is a must in today's workplace. Green performance is achieved via a commitment to environmental sustainability and proactive environmental management practices. (O'Donohue & Torugsa, 2016; Guerci & Carollo, 2016; Renwick, et al., 2016). Published research findings are insufficient to explain how green-recruitment techniques benefit society, the environment, and green culture. The process' scope, components, and attributes are not well defined. The findings are scholarly in character and are based on theoretical methodologies.
The practical execution of green-recruitment is a vital phase that requires increased attention to avoid failure. The current study looked into the numerous dynamics of green-recruitment and how it may be integrated into a company's strategy to achieve real-world environmental advantages.

The following research questions are formulated to develop a comprehensive green recruitment and selection plan.

**Expert Question 1:** What are the antecedents of green behavior workplace?

**Expert Question 2:** What are the possible components of green recruitment and selection plan?

2. **RESEARCH METHODOLOGY:**

To study and explore the research problem, we adopted a qualitative research design. We held a focus group to acquire a more in-depth understanding of the situation, and the open-ended replies of 10 HRM, I.T., and industrial specialists were used to design a GSRSP that is aligned with the corporate culture in order to accomplish EGB. A focus group is a well-known qualitative research method for gathering information. The purpose of this project is to find answers to the questions "why," "what," and "how." Focus groups provide vital insights into members' experiences and thoughts, allowing for a more thorough and fuller knowledge of their viewpoints on concepts and policies. Members of a focus group can also voice their ideas and opinions (Burrows & Kendall, 1997; Krueger, 1994). A focus group also allows participants to express themselves in ways that a quantitative survey cannot (Krueger & Casey, 2000).

The data is subjected to thematic analysis (Braun & Clarke, 2006), and emerging themes are extracted and displayed. The unit of analysis is the group of participants. The methodical examination of links between numerous observed trends and patterns aided in the investigation of phenomena in relation to research issues. Because thematic analysis is a core tool for qualitative analysis, we used it. Thematic analysis is a constructivist approach for reporting expert experiences and actuality, which reflects reality (Braun & Clarke, 2006).

3. **ANALYSES AND RESULTS:**

To gain a better knowledge of the problem, we organized a focus group, and the open-ended responses of Ten HRM, I.T., and industrial professionals were used to build a GSRSP that is aligned with the corporate culture in order to achieve EGB. The demographic profile of experts is shown in Table 2.

<table>
<thead>
<tr>
<th>PARTICIPANT</th>
<th>GENDER</th>
<th>QUALIFICATION</th>
<th>EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1</td>
<td>Male</td>
<td>PhD HRM</td>
<td>30 Years</td>
</tr>
<tr>
<td>P2</td>
<td>Male</td>
<td>PhD HRM</td>
<td>32 Years</td>
</tr>
<tr>
<td>P3</td>
<td>Male</td>
<td>PhD HRM</td>
<td>28 Years</td>
</tr>
<tr>
<td>P4</td>
<td>Male</td>
<td>MBA HRM</td>
<td>15 Years</td>
</tr>
</tbody>
</table>

Table 2: Demographic Profile of Participants
The information gathered has been thoroughly examined, and a summary has been generated. Participants shared their experiences and recommended seven components of the GSRSP (Green Source Planning, Green Screening Plan, Green Interview Plan, Green Realistic Job Preview, Green Orientation Plan, Green Probation Plan, and Green Evaluation Plan). The focus group was successful in identifying major opportunities, and the outcomes form the basis for a GSRSP. The experts identified the following performance indicators for each GSRSP component.

### 3.1 Green Source Planning (GSP)

To avoid environmental damage, businesses should develop green recruitment strategies and offer new green job possibilities. GSP is a method of identifying qualified and viable job prospects that must be prioritized by organizations. Many green sourcing options were suggested by the panelists.

First, businesses must create and maintain their own internal database of employment candidates. A more appropriate resumes search system is a recruiting applicant tracking system. Soft data can be stored in Microsoft Excel, Microsoft Access, and enterprise resource planning systems such as SAP B1, SAP ECC 6.0, and My SAP, among others. With an integrated management system, SAP can automate a variety of tasks. SAP ECC 6.0 HCM's advertisement and recruitment sub-module provides a set of strong and flexible automated capabilities. Vacancies, adverts, application data entry, applicant activities, applicant structure, and employing an applicant are all included in this sub-module of recruiting choices.

Second, the GSP suggests using an online job posting system to establish a paperless workplace. An organization's website, as well as social media channels such as LinkedIn, Facebook, and job bee, may be used. E-filing is a calculated strategy. Job seekers can use websites such as CareerBuilder, Monster, and Hot Jobs, as well as Flipdog, Dice, Net Temps, and Eng Cen. Third, any organization's recruitment strategy should include vetting green prospects. Green-aware candidates should be preferred by employers.

### 3.2 Green Screening Plan (GSP)

Green screening potential applicants is a critical and time-consuming task. Reviewing resumes, conducting telephone interviews, and finding good and potential prospects are all part of the process. Advanced and sophisticated soft screening employing screening software and candidate
monitoring systems is recommended by green screening. The integration and digitization of the screening process enhances quality and saves the time it takes to hire someone. Technology can be used as a strategic instrument. The SAP ECC 6.0 recruitment module provides a variety of useful choices.

3.3. Green Interview Plan (GIP)
There is a need to create green job descriptions and criteria for evaluating green candidates. Organizations must employ information technology to streamline several interviews in order to lower their cost-per-hire. To foster a paperless culture, the GIP suggests using a computer webcam with programmes like ZOOM, Skype, on-line interviews via telephone, video conferencing, and virtual interviews. To assess the many parts of qualification, online testing and evaluations are used.

3.4. Green Realistic Job Preview (GRJP)
The GRJP contains both good and negative job-related information. To provide a realistic preview of employment, organizations design realistic job preview programmes. Employee turnover is reduced by using GRJP. To boost retention, GRJP suggests posting a high-quality video of organized observations on the company's website. GRJPs that are well-made and incorporate in-house multimedia, CDs, and web-based presentations are also pro-environment, pro-organization, and cost-effective.

3.5. Green Orientation Plan (GOP)
Organizations should develop soft orientation plans emphasizing on green culture, health, safety and conservation of resources. Green orientation plan helps to achieve positive work behavior. Experts suggest green orientation plan for a sustainable eco-friendly employment. A green workforce is the need of every organizations. Equipping the workforce with the green skills is a strategic initiative.

Green orientation plan establishes bridges between organization and environmental regulators. The components of GOP should include green practices and policies, on communication, lighting, food, and use of resources, purchases, manufacturing, engineering, marketing, transportation and the current global and local laws on environment.

3.6. Green Probation Plan, GPP
GPP is a two way process. Managers should explain the green principles and practices. Organization should link the green practices with production and profitability. Managers are required to enhance the green competencies of newly hired employees. Effective use of green probation period increases the green behavior and employability of employees. GPP should focus on value building process and green learning environment. Yeganeh and Glavas (2008) argued that the role of green OD practices is more prominent than the traditional techniques that we have
used in the past. Experts proposed to focus on improving the pro-green attitudes and behavior of newly joined employees. GPP include guidelines on waste management, power usage, compliance to related environmental laws and regulations and how to minimize the significant impacts and aspects.

3.7. Green Evaluation Plan, GEP

Greening the corporation is a multi-step process. The process requires well-designed and well-implemented resource efficiency plan, green program, green processes and a strong green monitoring system. GEP is the evaluation of green skills of newly hired employees. Panel experts recommend green skills matching and the development of training and development plans to reduce the skills gap. Employees must know the aspects and significant negative impacts and the legal requirement of the processes and operations. Knowledge of global, national and local environmental laws, legislations and regulations and their compliance is prerequisite. The focus of modern organizations should be on green growth to produce green employees.

4. DISCUSSION AND CONCLUSION

The first objective of the current research was to explore the possible dimensions of employee recruitment and selection process. Second, to design a green recruitment and selection plan to accomplish the green behavior. The experts highlighted many strategies to cultivate the green behavior of employees. Green growth and green employees are the competitive corporate strategies. For green behavior, professionals suggested two important entrepreneurial and revolutionary strategies. First, organizations need a strong green culture. Culture determines and influence behavior. Green behavior is not possible without a strong pro-environmental and green corporate culture. The findings recommend the implementation of behavioral interventions for green behavior. Jackson (2012) has stated that pro-environmental performance is a major segment of the overall performance. The behavior of employee is a foundation for activity and culture is the main force of behavioral change (Volkswagen, 2015). The previous research studies have also proposed behavioral interventions and practices to achieve the pro-environmental behavior (Bhutto & Aurangzeb, 2016; Cheema, et al., 2015; Mehtab-un-Nisa & Mehmood, 2016; Kasztelan, 2017; Main Uddin & Rabiul Islam, 2015; Ahmad, 2015; Mehta& Chugan, 2015).

Second, employment recruitment and selection process is a major driver of behavioral change. The findings proposed Green Sustainable Recruitment and Selection Plan (GSRSP) and recommended seven components of the plan: 1; Green Source Planning, 2; Green Screening Plan, 3; Green Interview Plan, 4; Green Realistic Job Preview, 5; Green Orientation Plan, 6; Green Probation Plan, and 7; Green Evaluation Plan. Findings highlighted the future role of digitalization and automation of HRM processes. Digitalization, integration of HRM systems and green OD interventions enhance green efficiency, work quality and green behavior of employee. Hiring of green candidates must be the recruitment strategy of every organization. Organizations should
prefer candidates having green awareness. The emerging green organizational practices are globally accepted (Haddock-Millar, Chandana & Mueller-Camen, 2016; Renwick, et al. 2016).

The impact of digitalization on green practices is a highly important research topic. Digitalization has changed the employee recruitment, retention and development processes. Digital HRM is the need of the day. We have concluded that the digitalization of HRM systems, green OD interventions and green corporate culture are the main antecedents of employee green behavior. And also the durable care and monitoring structures are the key constructive reinforcement tactics for green behavior. The study proposed Green Sustainable Recruitment and Selection Plan (GSRSP) and recommends seven components of the plan: 1; Green Source Planning, 2; Green Screening Plan, 3; Green Interview Plan, 4; Green Realistic Job Preview, 5; Green Orientation Plan, 6; Green Probation Plan, and 7; Green Evaluation Plan. The GSRSP and green employing plans will help to yield green workforce. Green job description, green assessment, green testing and evaluation are the cost-effective tools to achieve green behavior.

5. THEORETICAL IMPLICATIONS

The findings add to the body of knowledge in a variety of ways. The study adds to the literature by discussing the present business environment's perception of green HRM practices. In Pakistan, green practices are a work in progress. The study adds to the body of knowledge by demonstrating that green practices and interventions are effective strategies for achieving green and clean workplaces. Green behavior is impossible to achieve without a strong pro-environmental and green company culture, according to the study. We emphasize the relevance of green work theories in Pakistani commercial enterprises. Global controller procedures are currently changing. Green cultures must adapt to business cultures. Green strategies are now required for corporate enterprises to succeed.

6. PRACTICAL IMPLICATIONS

We have a few suggestions. In this research, we focused on green practices and employee green behavior in Pakistani businesses. Employees that are motivated by practice respond in a positive way and exhibit more mature behavior. Green and pro-social HRM business policies, processes, and OD interventions that are implemented in a systematic manner boost the workforce's green and environment-loving behaviors. The study's conclusions advocate for workplace employee rights. When implementing green HRM practices, organizations must take a humanistic approach. Employees' self-esteem and self-actualization are important factors to consider.

References


