Impact of Green Recruitment and Selection on Organizational Environmental Performance: A Study of Medical Institutions in Khyber Pakhtunkhwa

Asif Ullah, Syed Gohar Abbas, Lal Muhammad

PhD Scholar, Sarhad University of Science & IT, Peshawar, Pakistan
Email: asif.ullah@sngpl.com.pk
Professor, Sarhad University of Science & IT, Peshawar, Pakistan
Email: abbas.ba@suit.edu.pk
Assistant Professor, Sarhad University of Science & IT, Peshawar, Pakistan
Email: lal.ba@suit.edu.pk

The main purpose of this research is to investigate the relationship between green recruitment and selection and its impact on environmental performance of Medical Teaching Institutions (MTIs) in Khyber Pakhtunkhwa. Previously the green HRM functions are not studied in Medical Institutes in Peshawar. For this purpose data was collected through adapted questionnaire from 250 medical practitioners from 3 large hospitals in Peshawar. Data analyzed with the Smart PLS 4 software. The result of the study shows that Green Recruitment and Green Selection have positive impact on organizational environmental performance. This is significant research that sheds insight on how human resource functions might contribute to environmental performance in health care companies, namely hospitals. It promotes the underdeveloped literature on Green HRM and environmental performance in developing countries like Pakistan.

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1. Introduction

Almost everywhere in the world now knows how important it is to stop the damage to the environment caused by economic growth, digitalization, and industrialization. Rewarding organizations that take care of the environment via preservation, conservation, and corrective actions, new policies are being implemented to decrease environmental damage. Consumers, employees, companies, and governments all take the environment into account while making decisions (s). Green operations, green procurement, green sales, green management, and the green human resources management are only few of the business activities that have been renamed to use
the new word "green." All of these things have to do with the idea that we, the people of the globe, aren't doing enough to save the planet for future generations. The term "green" is used not only to make the planet a better place for us to live, but also to pass on a better world to future generations.

Environmental improvement is the present concern of policymakers and management (Guerci, Longoni, & Luzzini, 2015). Rising environmental concerns have prompted authorities to create new environmental sustainability legislation, as well as organizations to invest in environmental sustainability programs and projects. As a result of their propensity to adopt an environmentally friendly agenda for sustainability, both developed and emerging nations are embracing green practices.

When it comes to ensuring the long-term health of the environment, human resource management is just as important as any other aspect of running a business. Green Human Resource Management (GHRM) is a relatively new word that has been created (Yusliza, Othman, & Jabbour, 2017) to notably tie the Human Resource Management (HRM) with environmental issues. This was done in recognition of the significance of human resources in the promotion of environmentally friendly policies (Jabbour, Santos, & Nagano, 2010). Consideration of behavioral and psychological factors is essential when implementing an effort for environmental sustainability (Jackson, Renwick, Jabbour, & Camen, 2011). Organizations may enhance their environmental performance via the use of GHRM techniques, which offer a hands-on approach to developing human assets that can generate pro-environmental behavior.

2. Problem Statement

The innovative and significant notion of green human resources management has a direct influence on the environmental performance of a business. In addition to meeting other environmental regulatory requirements, the adoption of environmentally responsible human resource management techniques is an essential feature of an environmental management system. Degradation of the environment may occur as a consequence of failing to comply with the regulatory framework or to apply green human resource management methods. These days, environmental issues are on the rise all over the world, and businesses are becoming increasingly concerned about their Corporate Social Responsibility (CSR) and the ways in which they may contribute to the improvement of the environment. Green HRM, being a novel idea, is not applied by the majority of Pakistani organizations. The purpose of this research is to determine if there is a connection between Green Recruitment and Selection practices and the environmental performance of Medical Teaching Institutions (MTIs) in the province of Khyber Pakhtunkhwa.

3. Research Objectives

The main objective of this research is to analyze the Green Recruitment and Selection and its impact on environmental performance of Medical Teaching Institutions (MTIs) in Khyber Pakhtunkhwa.

4. Conceptual Framework

There are two independent variables Green recruitment and Green Selection and one dependent variable organizational environmental performance.
Green Human Resource Management (GHRM) is the collection of approaches, practices, and frameworks that encourage a green behavior among an organization's employees in order to create an environmentally conscious, cost-effective and productive, and socially conscious working environment and organization as a whole. In other terms, it refers to the individual and governmental efforts to reduce pollution caused by homes, companies, etc. Greening is primarily motivated by a desire to mitigate the anticipated negative impact of energy consumption and pollution on the environment. Generally, the phrase Green HRM refers to the alignment of HRM concepts and practices with the larger company ecological plan. It refers to leveraging every employee to promote sustainable practices and increase representative awareness and duties for manageability (Priyangaa & Priyashantha, 2022).

Green HR, as defined by Mehta and Chugan (2015), is an eco-friendly Human Resource initiative that results in improved competencies, decreased costs, and enhanced employee commitment. It comprises executing climate-friendly HR actions that bring about greater efficiency, cheaper costs, and better representative commitment and maintenance, which help firms reduce worker carbon footprints through electronic recording, vehicle sharing, position sharing, remotely coordinating, virtual meetings, reusing, working from home, virtual trainings, energy-efficient office spaces, etc.

Green HR strategies enable businesses to investigate cost-cutting approaches that do not compromise their essential personnel. Focusing on GHRM practices as a strategic endeavor stimulates feasible business practices. Therefore, an organizational culture based on GHRM methods has a significant relationship between employee behavior and the organization's internal culture. Green Human Resource Management (GHRM) can be defined as the policies, practices, and systems that encourage green behavior among employees in order to create an environmentally conscious, resource-efficient, and socially responsible workplace and organization as a whole (Islam et al. 2022).
Overall resources and final goods are viewed as two sides of the same coin by Wernerfelt (1984). Resource Based View (RBV) is a well-considered management strategy perspective (Tornikoski & Newbert, 2007). Barney (1986) said that the most important part of the RBV is that the number of resources a company has is the most important thing that sets it apart from its competitors in the market (Barney, 1991). As soon as the theory was introduced, it became widely popular, and strategic management theorists began using it as a central framework to explain the rules and guidelines by which organizations could secure and maintain their competitive advantages over the long term.

5.2 Organization's Environmental Performance

The organizational environmental performance refers to the eco-friendly measures often done by an organization to reduce toxic waste and other dangerous/polluted factors. It is important for an organization to reduce the usage of polluting activities by incorporating environmentally friendly measures into its structure. The employment of creative approaches to mitigate environmental damage, such as renewable resources, reuse and recycling, and the reduction of air pollution-causing elements, are a few examples.

The organizational performance is the culmination of a company's operations. The environmental performance of an organization is measured by the organization's present conduct. Under the wider vision of the global environment movement, the government and non-governmental organizations (NGOs) undertook several projects to address environmental challenges at bigger venues, resulting in corporate activities by the organizations. This action involves and requires corporations and businesses to provide the necessary responses for reducing environmental consequences. The enterprises are urged to implement ecologically friendly practices, such as Environmental Management Systems, among others. The Environmental Management System is mostly concerned with predefined goals and objectives that enable a business to measure, assess, and improve its environmental performance. According to Bran et al., (2011), environmental performance is the organization's interaction with the environment. In a larger sense, it refers to the adoption of measures that safeguard environmental components such as air, water, soil, and ecosystems.

5.3 Green Recruitment / Selection and Environmental Performance

One HRM technique that might help a company get the word out about its green HRM activities to candidates is "green recruiting and selection." For human resource managers everywhere, finding and keeping brilliant workers is the ultimate test (Sudin, 2011). Companies are positioning themselves as environmentalists in order to woo the best and brightest green experts, many of whom are themselves embracing green practices and concerned with sustainability concerns. On the other side, those looking for work are also making efforts to become environmentally responsible employees. Employees who care about the environment and society have a preference for companies whose primary function is to provide those two things (Masri & Jaroön, 2017). Companies doing job analyzes, writing job descriptions, and selecting candidates should all take environmental factors into account and emphasis them (Renwick et al., 2013). Research by Wehrmeyer (1996) suggests that when posting a position online, candidates should be prompted to read comments that explain and reassure why environmental reporting is so crucial. Second, the company's green policies, principles, and goals should be emphasized during the onboarding process. Third, in order to determine if a candidate is a good fit for the company's greening goals, interviews should be structured to assess relevant skills and experience. According to
a proposal by Razab et al. (2016), interview questions concerning the environment should account for a disproportionate share of total points. According to Arulrajah et al. (2015), businesses may provide the support they need to succeed in protecting the environment by creating environmentally conscious new occupations or integrating environmental activities into the responsibilities of existing positions. The top candidates who care about the firm’s greening initiatives and the environment should be selected using stringent criteria throughout the shortlisting process (Jabbour, 2011).

H1: Green Recruitment has a positive impact on organizational environmental performance.

H2: Green Selection has a positive impact on organizational environmental performance.

6. Methodology

The study attempts to explore the impact of GHRM practices on environmental performance of medical institutes in KP so in order to get the representative sample for this purpose, as many as 400 employees of eight MTIs in Khyber Pakhtunkhwa namely Lady Reading Hospital (LRH) Peshawar, Hayatabad Medical Complex (HMC) Peshawar, Khyber Teaching Hospital (KTH) Peshawar, KhifaGul Nawaz Teaching Hospital Bannu, Ayub Medical Complex (AMC) Abbotabad, DHQ Hospital Nowshera, Mardan and Dera Ismail Khan were selected. The sampling technique used to select the above population is purposive sampling. A purposive sample is selected upon the characteristics of a population based on careful choice due to the qualities the respondent possess and the objective of the study (Dolores & Tongco, 2007). The sample calculated is 250. Adapted questionnaires used for data collection. Instrument for Green Recruitment adapted from Renwick et al., (2013), for Green selection adapted from Revill(2000) and for Environmental Performance adapted from Rawashdeh (2018).

6.1 Data Analysis

6.1.1 Construct Reliability and Validity

Cronbach’s alpha (α), Composite reliability (CR), and AVE are the three methods that are utilized most frequently in the process of establishing the validity and reliability of conceptions (Average Variance Extracted). The threshold value for the AVE as well as the CR is set at 0.7, but the threshold value for the AVE for the CR is set at 0.5. Cronbach’s alpha and composite reliability both have values in the table that are more than 0.7, and the value for the average variance extracted (AVE) for all latent variables is also larger than 0.5. Both of these values are over the minimum threshold of 0.5. These standards are relevant to the investigation at hand. As a consequence of this, it provides evidence that the instrument is both reliable and valid. Table 1 contains the values of Alpha, composite reliability and AVE.

| Table 1 | Construct Reliability and Validity |
|---------|-----------------------------------|
|         | Cronbach's alpha | Composite reliability | Average variance extracted (AVE) |
| EP      | 0.826             | 0.881                | 0.603                           |
| GRECT   | 0.88              | 0.897                | 0.593                           |
| GSELEC  | 0.701             | 0.81                 | 0.517                           |

6.1.2 Discriminant validity (Fornell-Larcker Criterion)

This method is the one that is used the most commonly and initially when deciding whether or not a test satisfies the criteria necessary to be considered discriminant. As an example, the value
of each variable as determined by the Fornell-Larcker criterion is presented in the table with a bold font and is highlighted. Validity in terms of being able to discriminate between items has been demonstrated as a consequence of the fact that each of these diagonal values is greater than the other values in the column to which it belongs.

| Table 2 | Fornell-Larcker Criterion |
|---------|--------------------------|
| EP      | GRECT | GSELEC |
| EP      | 0.776 |        |
| GRECT   | 0.199 | 0.77   |
| GSELEC  | 0.317 | 0.184  | 0.719 |

6.1.3 Heterotrait-Monotrait Ratio HTMT (0.9)

The HTMT is the second method used to determine whether discriminant validity can be formed or not. This technique is used to determine if discriminant validity can be established. For the purposes of this particular study, the investigator has decided to employ a HTMT threshold of 0.90. The HTMT values for each of the latent variables are presented in the table that follows. All of these values fall within the acceptable range, providing additional evidence that each variable possesses a high level of discriminant validity.

| Table 3 | HTMT |
|---------|------|
| EP      | GRECT | GSELEC |
| EP      |       |        |
| GRECT   | 0.208 |        |
| GSELEC  | 0.374 | 0.354  |

6.1.4 VIF values for all items

In the present study, the data were analyzed with the Variance Inflation Factor to assess whether or not they displayed multicollinearity. The results of this analysis are presented below (VIF). The value 5 is used to represent the VIF threshold. The VIF values for all of the components and constructions that have a value that is lower than the critical value are going to be displayed in the table that comes after this one. As a consequence of this, we are able to draw the conclusion that there is no multicollinearity issue with the data.

| Table 4 | VIF |
|---------|-----|
| Items   | Value |
| EP1     | 2.433 |
| EP2     | 3.018 |
| EP3     | 1.345 |
| EP4     | 1.664 |
| EP6     | 1.283 |
| GRECT1  | 3.681 |
| GRECT2  | 3.07  |
| GRECT3  | 2.27  |
| GRECT4  | 2.451 |
| GRECT5  | 2.671 |
| GRECT6  | 2.014 |
| GSELEC1 | 1.556 |
| GSELEC2 | 1.215 |
| GSELEC3 | 1.964 |
| GSELEC6 | 1.489 |
6.2 Measurement Model

Figure 2  Measurement Model of the Study

6.3 Path Coefficients

Path coefficients are typically computed using the t-statistic and associated p-value. When comparing results, the t-statistic and the p-value use different cutoffs (t-test, 1.96 and p value, 0.05). All of the stated hypotheses of the present investigation are accepted, as evidenced by the path coefficient results shown in the table.

Table 5  Path Coefficients

|                                | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (|O/STDEV|) | P value |
|--------------------------------|---------------------|-----------------|----------------------------|-----------------------------|---------|
| Green Recruitment -> Org Env Per | 0.266               | 0.236           | 0.036                      | 3.081                       | 0.002   |
| Green Selection -> Org Env Per  | 0.366               | 0.364           | 0.09                       | 4.612                       | 0.000   |

Furthermore, the R^2 value for the present model is 0.169 which reflect 16.9% changes in the dependent variable due to these two independent variables. Moreover, Q^2 value is 0.57 which validates the given model is predictive relevance. Lastly, it is also confirmed that the model is best fitted as both the values of SRMR (0.054) and NFI (0.957) are satisfactory (SRMR<0.08 & NFI>0.90).

7. Conclusion and Recommendations

The main purpose of this research is to analyze the Green Recruitment and Selection and its impact on environmental performance of Medical Teaching Institutions (MTIs) in Khyber Pakhtunkhwa. Typically, environmentally conscious businesses develop the framework for their own policies. To execute the aforementioned structure, firms require a staff that is well-versed in
environmental friendliness and committed to the environment. Typically, two options are considered for the creation of environmentally conscious labour: A focus on green recruitment, and ii) the provision of basic and advanced education, training, and development, as well as a complete understanding of Green HRM and the understanding of a noble cause, to its existing staff. In terms of time and money, the first alternative is often favored by management. Therefore, it is essential for firms to seek for green recruiting processes as the best approach (Arulrajah et al., 2015). Keeping this in mind, several businesses prefer to combine organizational recruiting rules with corporate recruitment policies and tactics. British Carbon Trust's poll revealed that the majority of workers, roughly 75%, choose to work for a company after realizing that it is crucial to have an active policy for better application of environmental regulations that may aid in carbon emission reduction. Hypothesis H1 which is confirmed the positive relationship of Green recruitment with environmental performance in medical institutions in KP. In table 5 the $t$ value is 3.081 which is higher than 1.96 and $p$ value is 0.002 which is less than 0.05 the hypothesis is accepted. The results of this study are in line with the previous researchers (like Grolleau et al. (2012) and Rawashdeh (2018)) who also confirmed the positive relationship among green recruitment and environmental performance.

When interviewing potential employees, businesses with a focus on environmental sustainability will ask questions specifically designed to assess whether or not the candidate has a thorough understanding of environmental legislation. In these firms, it is common practice to prepare interview questions based on a candidate's commitment to the environment, and the interviewee's response is used to determine his or her suitability for the position (Crosbie & Knight, 1995). These methods are increasingly widespread on the global market and may be used by any environmentally conscious business. In addition, these approaches do not compromise the standard selection criteria and constitute an additional work and environmental duty (North et al., 1997). Hypothesis H2 which is confirmed the positive relationship of Green selection with environmental performance in medical institutions in KP. In table 5 the $t$ value is 4.612 which is higher than 1.96 and $p$ value is 0.000 which is less than 0.05 the hypothesis is accepted. The results of this study are in line with the previous researchers (like Kumar et al. (2021) and Rawashdeh (2018)) who also confirmed the positive relationship among green recruitment and environmental performance.

8. Contribution / Limitation / Future Work

Green HRM functions are novel approaches and still most of the organizations did not incorporate in their recruitment and selection process. Specially, medical institutes in Khyber Pakhtunkhwa have not been investigated for the green recruitment and selection processes. Purposive sampling technique is adopted in this study and only medical practitioners are target in data collection and administrative, paramedical staff and nursing staff were not targeted in the current study.

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