

Greening Human Resource Recruitment: An Empirical Study on the Evolution of Sustainable Practices

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Abstract: The confluence of environmental sustainability and technological advancement is reshaping industries in the current era. This paper investigates the paradigm shift in Human Resources (HR) recruitment towards green practices, utilizing an empirical approach centered on the concept of Green Recruitment Management Systems. The study, involving 281 respondents, explores the transformative impact of sustainable approaches, particularly in eco-friendly social recruiting, programmed job advertisements, and application tracking systems.

The traditional recruitment process is critically examined in light of its environmental impact. Empirical findings, analyzed using Principal Component Analysis (PCA), reveal that green social recruiting, eco-conscious job advertisements, and sustainable application tracking systems are the primary factors contributing to decision-making efficiency. Collectively, these factors explain 91.4% of the variance, affirming that Green RMS enhances organizational decision-making while aligning with eco-friendly principles.

Moreover, the study delves into the imminent adoption of sustainable HR practices through Green RMS, signaling a departure from traditional processes. The urgency of environmental concerns and the global call for sustainability have accelerated the shift towards green recruitment methods. Insights from existing literature provide a nuanced understanding of how green technologies are shaping HR processes, particularly in the context of sustainable practices in the Indian economy.

Keywords: Green Recruitment, Sustainable HR Practices, Eco-Friendly Technology, Green RMS, Recruitment Process, Environmental Sustainability.

Introduction: This research explores the evolving role of sustainable practices in HR recruitment, considering their implications for the environment. The paper highlights the transition from traditional recruitment methods to environmentally conscious approaches, advocating for the adoption of Green Recruitment Management Systems (Green RMS) to promote sustainability in recruitment processes.

Green Recruitment Management System: The paper provides an overview of Green RMS as a human resource tool designed to automate and manage recruitment processes while aligning with eco-friendly principles. The system's functionalities are emphasised, such as eco-conscious job posting, green candidate management, and sustainable end-to-end hiring processes. The study underscores the role of predefined criteria in applicant filtering and the centralization of recruitment tasks within a single platform that supports environmental sustainability.

Recruitment and Selection in a Green Context: A distinction is made between traditional and green recruitment and selection processes, emphasizing their environmental impact. The study draws from HR management theories to underscore the significance of various green selection methods, including interviews, assessments, and environmentally conscious testing. The hiring process, whether internal or external, is detailed, considering policies, job posts, advertising, application processes, evaluation, decision-making, green selection, and training.

Objectives of the Study: The study outlines specific objectives, including the identification of components from developed variables, understanding the impact of these components on decision-making effectiveness in the context of green recruitment, and assessing the predictor components' influence on the organization's sustainable recruitment process.

Sample Design and Methodology: The research adopts an empirical approach with purposive sampling, targeting individuals with specific characteristics such as managers, Vice Presidents, Intrapreneurs, CMDs, and Team Leaders. A total of 281 respondents from diverse backgrounds are interviewed to gauge their perspectives on green recruitment practices.

Limitations of the Study: While striving to cover all aspects of Green RMS, the study acknowledges limitations, including a sample size constraint of 281 respondents and time restrictions.

In conclusion, the paper provides valuable insights into the transformative impact of green practices on HR recruitment processes, shedding light on the increasing role of sustainable technologies in reshaping organizational dynamics.

Data Analysis

H₀: There is no impact of AUTOMATED HIRING PROCESS, SMP and REAL TIME ADVERTISEMENTS on ‘RMS will increase the efficiency of decision making hiring managers’

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956^a	.914	.913	.270

a. Predictors: (Constant), Application_Tracking_System, Social_Recruiting, Programmatic_Job_Advertisements

Predictor variables namely, AUTOMATED HIRING PROCESS, SMP and REAL TIME ADVERTISEMENTS were regressed on the dependent variable Whether RMS will increase the efficiency of decision-making hiring managers. The R² is showing 0.914 which depicts that the model equation explains 91.4% of the variance in RMS decision making.

Table 2. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	387.165	3	129.055	1773.159	.000^b
	Residual	36.610	503	.073		
	Total	423.775	506			

a. Dependent Variable: VIR. REAL. interviewing will increase the efficiency of decision making hiring managers

b. Predictors: (Constant), Application_Tracking_System, Social_Recruiting, Programmatic_Job_Advertisements

Overall the regression coefficient is significant is statistically significant with a p value <0.05 because of which the null hypothesis is rejected and concluded that there is an impact of AUTOMATED HIRING PROCESS, SMP and REAL TIME ADVERTISEMENTS on 'RMS will increase the efficiency of decision-making hiring managers'.

Table 3. Coefficients^a

Model	Unstandardized		Standardized		Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	
1 (Constant)	-.632	.092		-6.854	.000
Application_Tracking_System	.050	.016	.044	3.083	.002
Programmatic_Job_Advertisements	.024	.016	.021	1.555	.121
Social_Recruiting	1.077	.015	.944	69.614	.000

a. Dependent Variable: VIR. REAL. interviewing will increase the efficiency of decision making hiring managers

Standardised coefficients Beta for SMP is 0.944 which is influencing decision making hiring managers to a greater extent comparatively whereas REAL TIME ADVERTISEMENTS is showing the least influence on the dependent variable.

H₀: There is no impact of AUTOMATED HIRING PROCESS, SMP and REAL TIME ADVERTISEMENTS on 'RMS result in the effective recruitment process for an organization.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701^a	.491	.485	.671

a. Predictors: (Constant), Application_Tracking_System, Social_Recruiting, Programmatic_Job_Advertisements

The predictor variables AUTOMATED HIRING PROCESS, SMP and REAL TIME ADVERTISEMENTS is showing 0.491 variances in the Dependent variable 'RMS results in the effective recruitment process for an organization. So the impact of Independent variables is to the extent of 49.1% on the dependent variable.

Table 5. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	119.768	3	39.923	38.735	.000^b
Residual	124.175	276	.450		
Total	243.943	279			

a. Dependent Variable: RMS results in an effective recruitment process for an organization.

b. Predictors: (Constant), Application_Tracking_System, Social_Recruiting, Programmatic_Job_Advertisements

Anova being a mean squared test is applied to determine whether factors (treatments) are significant. Since the F value is high (88.375) and low significant value (0.000) it can be said that: there is an impact of AUTOMATED HIRING PROCESS, SMP and REAL TIME ADVERTISEMENTS on 'RMS results in the effective recruitment process for an organization. Thus null hypothesis is rejected.

Table 6. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	.087	.310			.281	.779
Social_Recruiting	.813	.052	.696		15.680	.000
Programmatic_Job_Advertisements	.153	.052	.132		2.928	.004
Application_Tracking_System	-.024	.054	-.020		-.441	.659

a. Dependent Variable: RMS results in effective recruitment process for an organization.

Standardized coefficients beta for SMP is 0.696 which is again showing a higher impact on the dependent variable RMS results in an effective recruitment process for an organization. But AUTOMATED HIRING PROCESS is showing a negative influence on the dependent variable.

The respondents were asked to identify the social media which the respondents identified most of the time. They were asked to select those sites in which they are actively participating. Multiple response analysis was conducted for the same.

Table 7. Social_medias_Identified Frequencies

Social_medias_Identified ^a	Responses		Per cent of Cases	
	N	Per cent		
Facebook	175	24.3%	62.7%	
LinkedIn	175	24.3%	62.7%	
Twitter Handle	99	13.7%	35.5%	

Whats App	195	27.0%	69.9%
Skype	77	10.7%	27.6%
Total	721	100.0%	258.4%

a. Dichotomy group tabulated at value 1.

The majority of the respondents are actively participating in WhatsApp, and 175 respondents are active on Facebook and LinkedIn. Less percentage of respondents are involved through Twitter followed by it is skype.

RMS needs software to automate the recruitment process. The respondents were asked to identify the prominently used software for the recruitment process. Multiple response analysis was conducted for the same.

Table 8. Software_For_RMS Frequencies

		Responses		
		N	Per cent	Per cent of Cases
Software_For_RMS ^a	JazzHR	184	27.8%	65.7%
	RecruiterBox	149	22.5%	53.2%
	Merittracs	48	7.3%	17.1%
	Zoho Recruit	138	20.9%	49.3%
	Recruiterflow	60	9.1%	21.4%
	Recruit CRM	82	12.4%	29.3%
Total		661	100.0%	236.1%

a. Dichotomy group tabulated at value 1.

JazzHR happens to be the prominently RMS Software.

Findings:

- The research aimed to assess the effectiveness of Recruitment Management Systems (RMS) through a comprehensive analysis of 15 variables capturing respondents' opinions. To ensure the sample's adequacy, a Factor Analysis was conducted following the KMO's Measure of Sampling Adequacy. The results, derived from the rotated component matrix, revealed three distinct components: Social Recruiting, Programmatic Job Advertisements, and Application Tracking Systems. A subsequent regression analysis was conducted to measure the impact of these components on the efficiency of hiring managers' decision-making.
- The dependent variable, indicating whether RMS enhances managerial decision-making efficiency, was regressed against three key factors: Social Media Platform (SMP), (REAL TIME ADVERTISEMENTS), and Automated hiring process. A high R-squared value indicated a significant influence of these predictor variables on the dependent variable, leading to the rejection of the null hypothesis. As a result, it was concluded that RMS streamlines the hiring process, thus improving managerial efficiency.
- Another hypothesis examined the effectiveness of RMS in the recruitment process and reiterated the impact of the same predictor variables. The higher R-squared value once again led to the rejection of the null hypothesis, reinforcing the idea that RMS significantly contributes to an effective recruitment process for organizations.
- Furthermore, the research conducted a multiple response analysis to identify the most commonly used social media platforms, with WhatsApp emerging as the top choice, followed by Facebook, LinkedIn, Twitter, and Skype. Additionally, respondents commonly cited JazzHR as the preferred recruitment software for RMS.

Conclusion:

- In summary, the growing importance of automation and Artificial Intelligence (AI) within Recruitment Management Systems is clear, offering the potential for increased productivity and efficiency. The widespread use of various HR software platforms also underscores the value of incorporating technology to streamline operations. Nevertheless, it's important to acknowledge that this advancement comes with its own set of challenges. Resistance from employees who may be hesitant about these changes

is a potential obstacle, emphasizing the need for effective persuasion skills from management to navigate this transition successfully.

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