

Green recruitment and adaptation practices in GHRM

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Abstract. The research results confirmed the important role of green recruitment and adaptation in green human resource management (GHRM). The survey's purpose was to evaluate the spread of green recruitment and staff adaptation practices in Ukraine. The theoretical model of green practices implementation in the processes of recruitment and staff adaptation is developed. The survey found that less than a third of organizations position themselves as green employers and develop green employer value propositions (EVPs) which are attractive to people with green behaviours. The practice of assessing and selecting candidates with green competencies has not become widespread. The lack of practice of including green competencies in the requirements and job advertisements does not allow the company to attract desirable candidates, including specialists with environmental knowledge and attitudes, despite such intentions. The study results also showed that more organizations use green practices during the onboarding and adaptation of new employees compared to recruitment and selection. The survey results confirmed the hypothesis that green recruitment and adaptation aren't widespread in Ukrainian companies. Owners and managers need to pay more attention to introducing green issues in the recruitment and adaptation processes; study successful practices and adapt them to the specifics of the organization; develop green competencies in HR managers and specialists; to position themselves as a green employer.

1. Introduction

The environment's maintenance, protection, and sustainable use is a crucial vector of European environmental policies. The European Union-Ukraine Association Agreement sets out commitments in the environmental field. They are about cooperation between Ukraine and the EU on environmental protection to maintain, protect, improve and reproduce it. Today, public and civil institutions and socially responsible businesses must solve environmental issues.

For the implementation of green practices and technologies, social responsibility programs in terms of environmental protection, and sustainable development goals, the company needs to have staff with green competencies and share green values. Therefore, even at the stage of attracting candidates for vacant positions, the company needs to position itself as a green employer to be attractive to environmentally responsible people, people with green views and values. In the process of recruiting and selecting candidates for vacant positions, it is important to assess not only the level of professional and personal competencies needed to perform professional tasks and responsibilities, effective communication and teamwork but also their environmental awareness and ability to behave green. At the onboarding and adaptation stage, it is important to focus new employees' attention on green practices and integrate them into a green corporate culture. Thus, green recruitment and selection practices,



onboarding, and adaptation play an important role in the green human resource management (GHRM) system.

2. Literature review

Many researchers studied the development of GHRM strategies and policies, the implementation of green practices in various HR functions and processes, including recruitment and adaptation, and the impact of green recruitment on the attractiveness of the employer brand and staff involvement.

Almost all research results [1-7] showed that recruitment and selection have a positive and strong impact on environmental and organisational performance. But a study by [8] showed slightly different results: recruitment does not affect performance, selection and placement affect performance, recruitment affects selection, and that selection affects placement.

The findings of Khan and Muktar [9] showed that green recruitment is a basis for attracting applicants to build a career in ecologically friendly companies. Green recruitment relates positively to work intention and company attractiveness. Students have higher work intentions for environmentally responsible companies.

Mwita and Kinemo [10] found that green recruitment helps to attract more competent applicants. Castellini [11] considers green recruitment not only as a tool to attract employees with green skills but also as a tool to attract unskilled and unpaid jobs.

The study [12] found positive relations between green recruitment and staff engagement in public academies. The authors suggested public academies pay more attention to green recruitment to gain highly qualified staff and increase engagement.

The studies [13; 14] are devoted to the practical aspects of green recruitment and contain green recruitment practices which have to be implemented to increase the organization's brand for acquiring and retaining talent.

Some research [15] showed that despite informedness, GHRM practices are still not widespread. The study by Tsybaliuk, Vasylyk and Stoliaruk [16] proved an absence of efficient instruments for GHRM practices introduction. The research showed that HR managers have medium awareness of GHRM practices.

HRM practices are not used to a great extent to encourage employees to become more pro-environmental [17]. Jeruto, Kwasira, Chelule and Rop [18] established that there were no green job profiles, and the corporations did not motivate candidates to use environmental measures when seeking work.

Challenges faced by organizations in applying GHRM practices include a poor level of knowledge, no rules for practising, and a lack of managerial interest and organizational support [19].

Despite the interest of researchers in issues related to GHRM, the use of green practices for attracting and selecting candidates for vacancies, onboarding, and adapting new employees requires further research. Particular attention should be paid to the positioning of organizations as green employers in the labour market to attract workers with green values and socially responsible behaviour.

3. Methodology

Working hypothesis: despite the relevance of introducing corporate environmental policies, green recruitment, and adaptation practices are not widespread in Ukrainian companies (H). To approve or disprove a hypothesis, we organized a survey of 204 managers and HR specialists from April to August 2021.

The survey's purpose was to evaluate the spread of green recruitment and staff adaptation practices in Ukraine.

Survey objectives:

- to assess the practice of positioning organizations themselves as green employers;
- to assess the use of green practices for attracting and selecting candidates for vacant positions;
- to assess the behavior of specialists involved in the recruitment and selection processes in terms of the use of green practices;

— to assess the use of green practices in the process of onboarding and adaptation of new employees.

For evaluating the spread of green recruitment and staff adaptation practices in Ukraine, a standard symmetric scale was used: “strongly agree”, “rather agree”, “rather disagree”, “strongly disagree”, and “difficult to answer”.

4. Results

Figure 1 shows the theoretical model of green practices implementation in the processes of recruitment and staff adaptation.

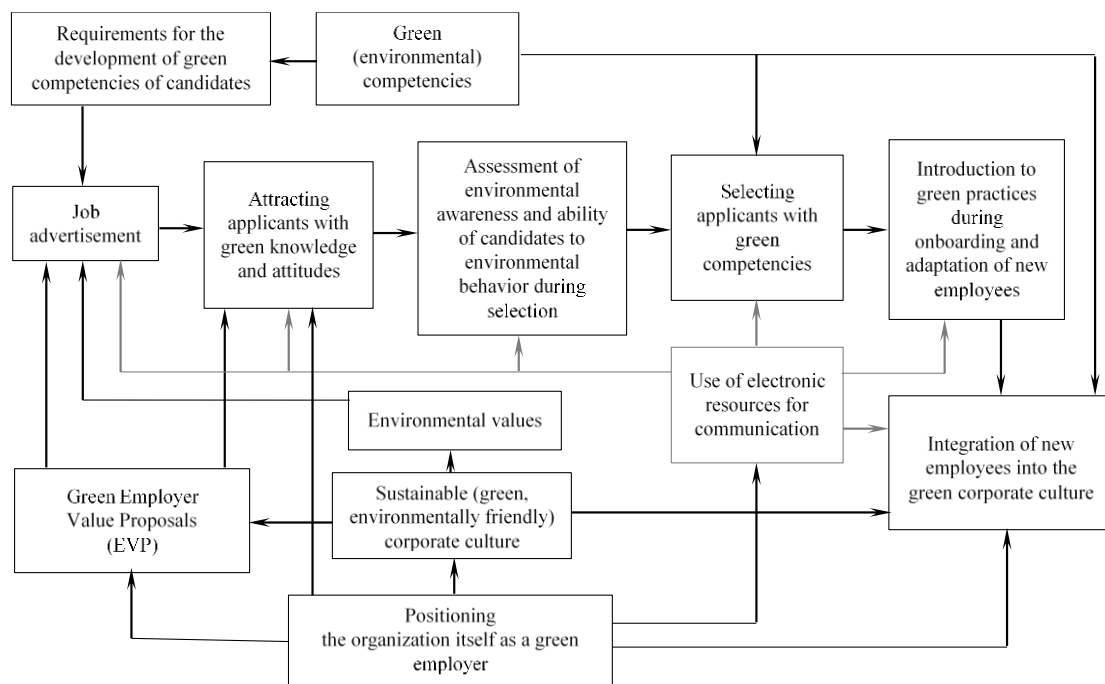


Figure 1. The theoretical model of green practices implementation in staff recruitment and adaptation processes. *(Constructed by the authors)*

Table 1 contains the survey results on the spread of green staff recruitment and adaptation practices in Ukrainian organizations.

To be attractive to people with environmental behaviour and green attitudes, as already mentioned, the company must position itself as a green employer, as people prefer to work in an organization with a green (environmental) corporate culture. The survey found that less than a third of organizations position themselves as green employers and develop green employer value propositions (EVPs) which are attractive to people with green behaviours.

During recruitment, 35.3% of the organizations, where respondents work, attract candidates with green (environmental) knowledge and attitudes. At the same time, 20.6% of respondents said that the requirements for candidates for vacant positions contain green (environmental) competencies. A slightly higher percentage of respondents (22.5%) indicated that the organization’s environmental values were included in the job advertisement.

As we can see, the percentage of organizations that include green competencies in the requirements for candidates and job advertisements is lower than the percentage of companies that would like to attract candidates with environmental knowledge and green attitudes.

Table 1. The survey results on the spread of green staff recruitment and adaptation practices in Ukrainian organizations.

Statements	% of respondents				
	strongly agree	rather agree	rather disagree	strongly disagree	difficult to answer
The organization positions itself as a green employer, as people prefer to work in an organization with a green (environmental) corporate culture	16.7	14.7	15.7	38.2	14.7
The organization develops green employer value propositions (EVPs), attractive to people with green behaviour	14.7	17.6	15.7	41.2	10.8
Requirements for candidates for vacant positions include green (environmental) competencies	6.9	13.7	20.6	44.1	14.7
The environmental values of the organization are included in the job advertisement	7.8	14.7	21.6	38.2	17.6
The organization attracts candidates with green (environmental) knowledge and attitudes	15.7	19.6	16.7	36.3	11.8
The organization assesses the environmental awareness and ability of candidates to environmental behaviour based on questions and environmental business cases during selection	6.9	18.6	18.6	43.1	12.7
The organization selects candidates who are aware of environmental issues	6.9	15.7	19.6	38.2	19.6
The organization searches for candidates and communicates with them through electronic resources; it minimizes paper usage during selection procedures	49.0	23.5	4.9	16.7	5.9
The organization focuses on its environmental culture and green practices during the onboarding and adaptation of new employees	15.7	21.6	17.6	32.4	12.7
The organization integrates new employees into the green corporate culture	16.7	28.4	13.7	28.4	12.7

Constructed by the authors

The best practice of including green competencies in requirements for candidates is in service organizations. 29.6% of respondents answered that organizations they work for put on green competencies in requirements for candidates for vacant positions (Figure 2). Almost a similar situation with including green competencies in requirements for candidates in private and public companies. The data of these organizations are on the average level (Figure 3). As for organizations with a different number of employees, requirements for candidates contain green competencies more often in small organizations. 26.9% of respondents stated that the organizations they work for have such practices (Figure 4).

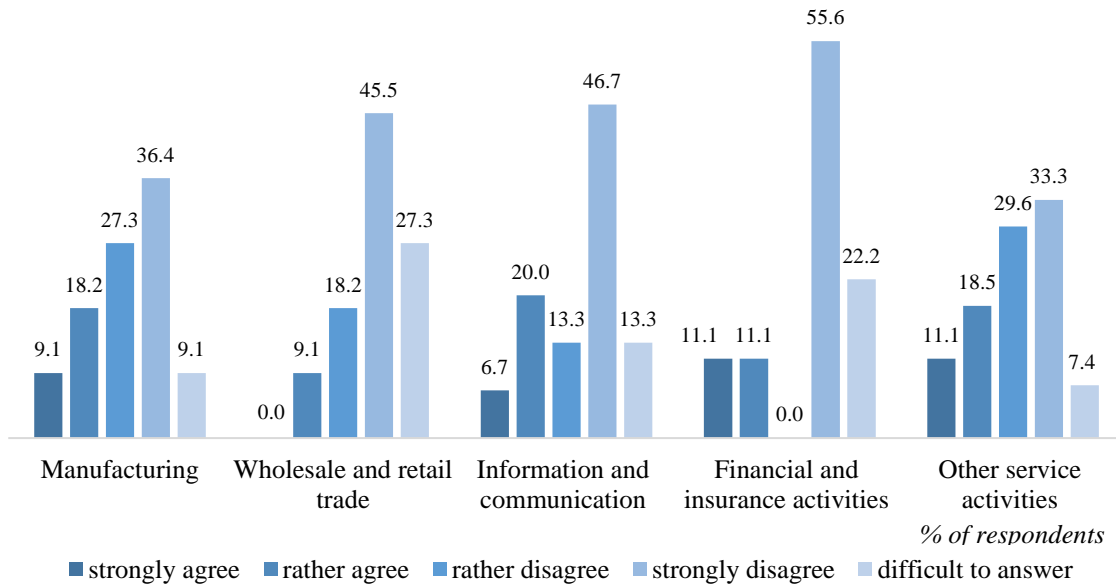


Figure 2. The survey results on including green competencies in requirements for candidates for vacant positions by the organizations of the different sectors of the economy.

Constructed by the authors

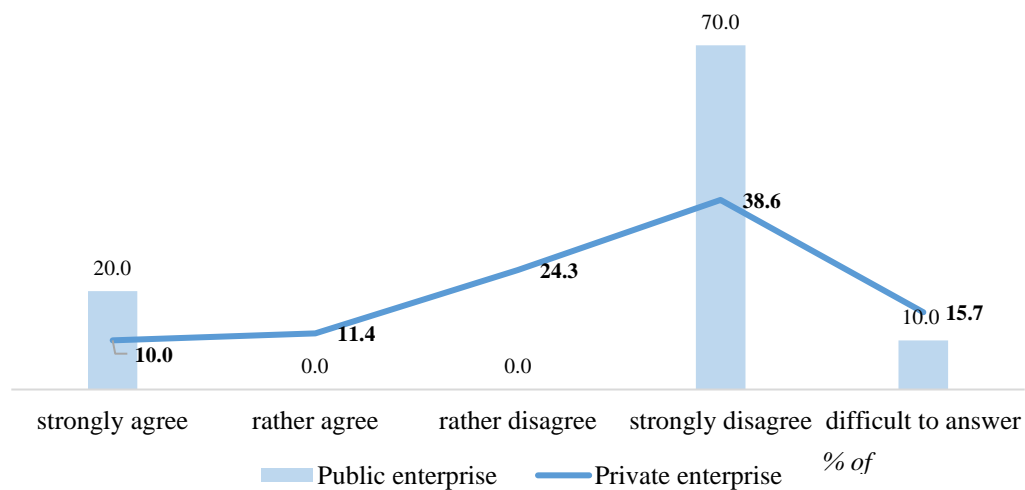


Figure 3. The survey results on including green competencies in requirements for candidates for vacant positions by the enterprises of different organizational and legal forms.

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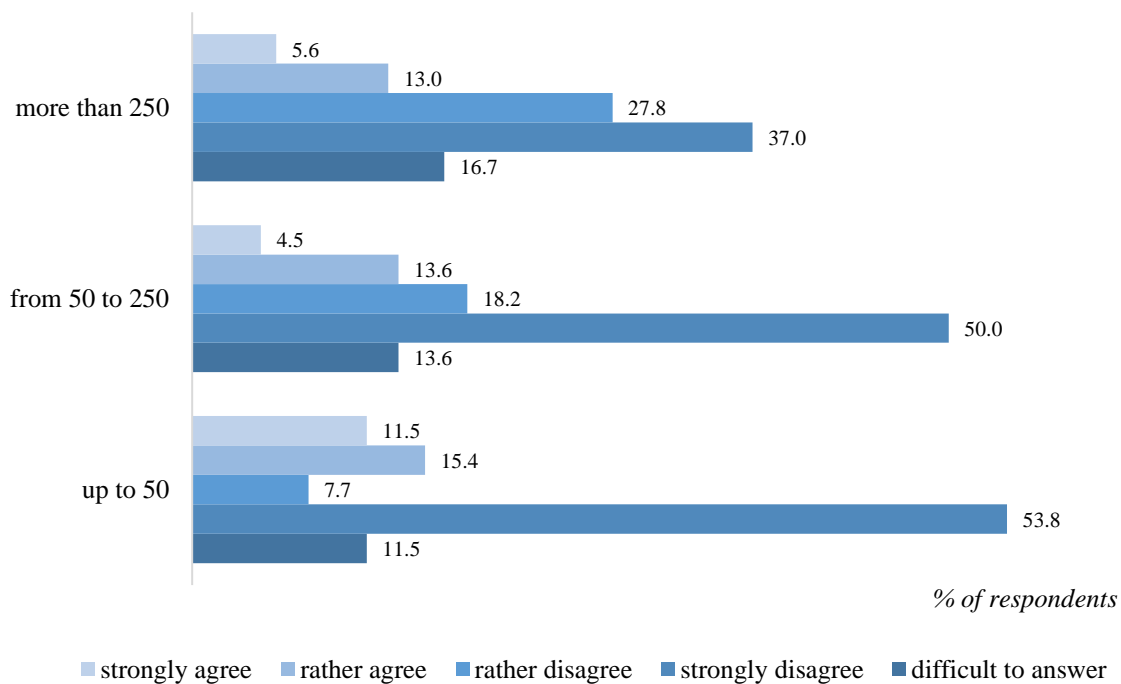


Figure 4. The survey results on including green competencies in requirements for candidates for vacant positions in enterprises with different numbers of employees.

Constructed by the authors

The practice of assessing and selecting candidates with green competencies has not become widespread (Table 1). Thus, only 25.5% of respondents said that organizations assess green awareness and candidates' ability to environmentally friendly behaviour based on questions and environmental business cases during the selection process. Even fewer (22.6%) respondents confirmed that companies they work for select candidates with green awareness.

According to the survey results, manufacturing organizations have the best practice in selecting candidates for vacant positions with green awareness. 27.2% of respondents answered that the organizations choose such candidates (Figure 5). Public enterprises pay more attention to green-informed candidates during selection procedures. 30% of respondents stated that enterprises use such a practice (Figure 6). Among organizations of different sizes, large companies more employ selecting candidates with green awareness. 27.8% of respondents positively answered the question about recruiting green-informed candidates (Figure 7).

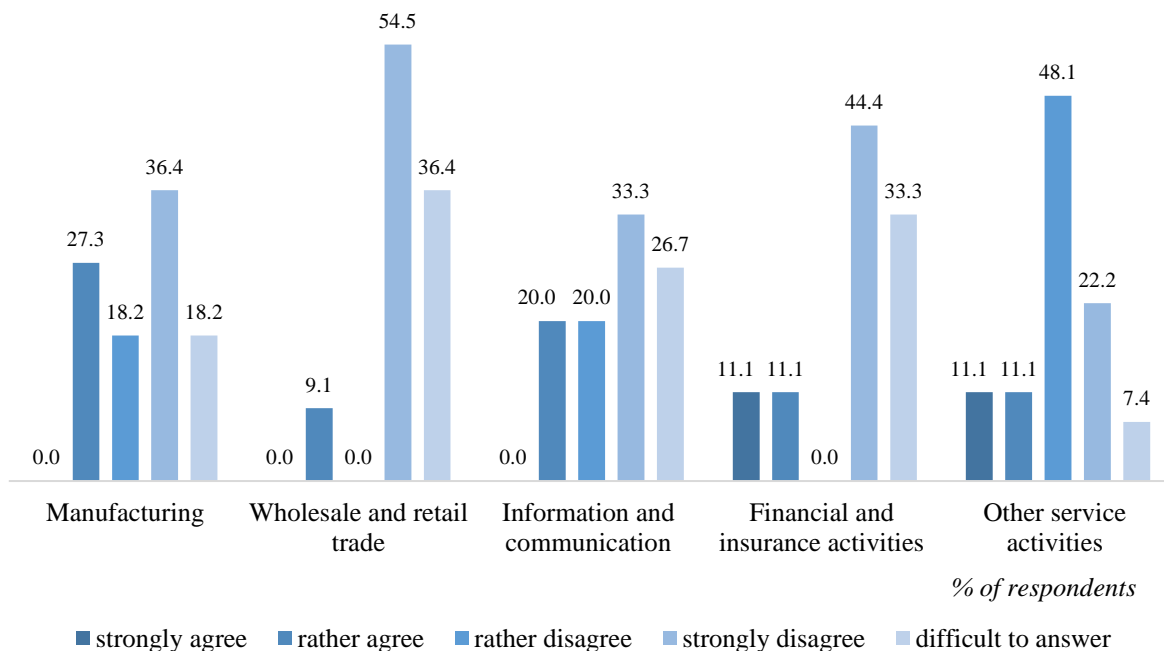


Figure 5. The survey results on selecting candidates for vacant positions with green awareness by the organizations of the different sectors of the economy.

Constructed by the authors

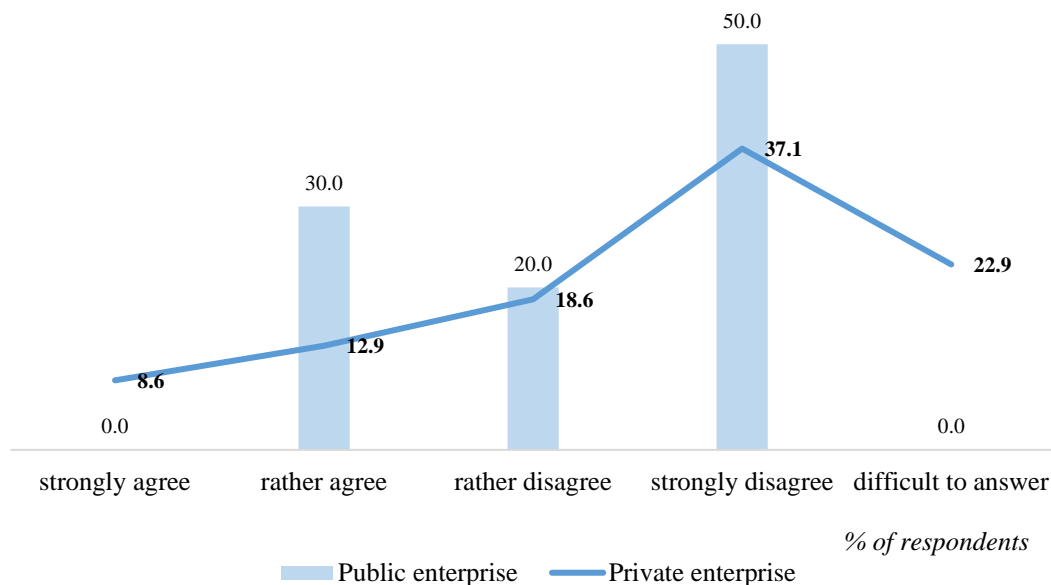


Figure 6. The survey results on selecting candidates for vacant positions with green awareness by the enterprises of the different organizational and legal forms.

Constructed by the authors

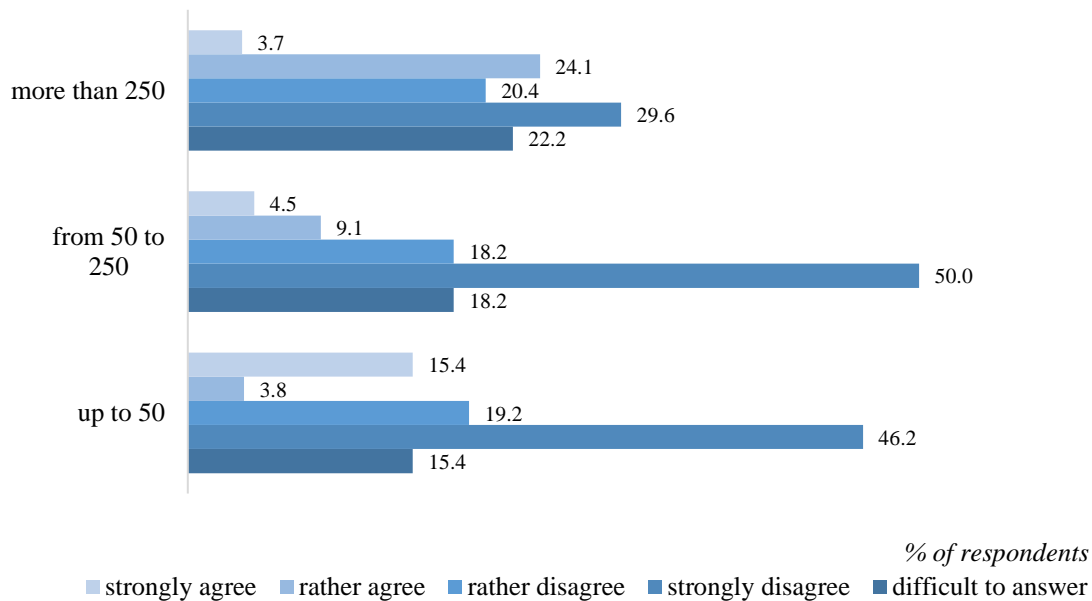


Figure 7. The survey results on selecting candidates for vacant positions with green awareness in enterprises with different numbers of employees.

Constructed by the authors

Organizations with a green corporate culture should not only focus on professionals with green competencies and attitudes but also confirm the declared environmental values by the behaviour of various officials. This also applies to employees involved in the recruitment and selection of candidates for vacant positions. Given this, we consider that practices of seeking candidates and communicating with them through electronic resources, as well as minimizing the use of paper during selection procedures are positive. Thus, 72.5% of respondents said that such practices are common in the organizations where they work (Table 1).

The study results also showed that more organizations use green practices during the onboarding and adaptation of new employees compared to recruitment and selection (Table 1). Thus, 37.3% of respondents said that organizations focused on environmental culture and green practices during onboarding and adapting new employees. 45.1% of respondents confirmed that organizations integrated new employees into the green corporate culture.

The integration of new employees into the green culture of the organization contributes to their awareness of corporate values, and the formation of appropriate attitudes and patterns of behaviour, and promotes the introduction of social responsibility programs in terms of environmental protection.

The survey results confirmed the working hypothesis that green recruitment and adaptation practices are not widespread in Ukrainian companies.

5. Conclusions

GHRM is one of the most promising directions of HRM development. Although the green issues and expansion of the green economy are relevant for Ukraine, the GHRM has not become common. According to the survey, less than a third of organizations position themselves as green employers and develop green EVPs that do not help attract people with environmental behaviour and green attitudes.

The use of green practices in recruiting and selecting candidates for vacant positions has not become widespread. The percentage of organizations that include green competencies in the requirements for candidates and job advertisements is lower than the percentage of companies that would like to attract candidates with environmental knowledge and green attitudes. The lack of practice of including green

competencies in the requirements and job advertisements does not allow the company to attract desirable candidates, including specialists with environmental knowledge and attitudes, despite such intentions.

Seeking candidates and communicating with them through electronic resources, as well as minimizing the use of paper during selection procedures are positive practices. It confirms the declared environmental values by the organizations. But only 25.5% of respondents said that organizations assess green awareness and candidates' ability to environmentally friendly behaviour. Even fewer (22.6%) respondents confirmed that companies they work for select candidates with green awareness. The lack of green selection practices does not allow to determine the compliance of the candidate's values with the green values of the company and to model the behaviour of future employees, its compliance with the green corporate culture.

The study results also showed that more organizations use green practices during the onboarding and adaptation of new employees compared to recruitment and selection, although it is not a mass phenomenon either.

The different percentages of positive answers about green practices at various stages of recruitment and selection indicate a lack of systematic efforts, time, improper organization, and lack of green skills in HR managers and specialists.

In this regard, owners and managers need to pay more attention to the introduction of green practices in the recruitment and adaptation processes to attract employees with green (environmental) knowledge and attitudes, and their integration into the green corporate culture. It is important to study successful practices and adapt them to the specifics of the organization, develop green competencies in HR managers and specialists, position yourself as a green employer and develop green EVPs.

In order to spread GHRM practices in Ukraine, it is important to raise awareness among owners, managers, and HR specialists on GHRM practices. Among the promising and effective ways to raise awareness, the authors recommend the following: implementation of disciplines (modules) on GHRM in universities' educational programs and curricula, certification programs in HRM, developing training and seminars on GHRM for HR specialists, organizing round tables, workshops, and conferences, publications scientific papers and professional articles on GHRM issues.

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