

THE IMPACT OF GREEN RECRUITMENT AND SELECTING ON SUSTAINABLE BUSSINESS ADAVANTAGE: A MEDIATING ROLE OF GREEN SUPPLY CHAIN

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Abstract

In recent times, there has been increased recognition among organizations regarding the importance of achieving a harmonious equilibrium between economic growth and environmental preservation, leading to a greater emphasis on sustainable business practices. A critical component of sustainable business involves implementing green recruitment strategies that aim to attract and choose employees who are environmentally aware and possess the essential competencies to actively contribute to sustainable initiatives. This research investigates the influence of green recruitment on the competitive advantages derived from sustainable business practices while also exploring the intermediary role played by the green supply chain. By employing a combination of quantitative and qualitative methodologies, this study gathered data from a varied selection of organizations spanning various industries. The findings demonstrate a favorable correlation between green recruitment and the attainment of sustainable business advantages, indicating that organizations that actively seek out and hire individuals with environmentally conscious values and skills are more inclined to secure competitive edges in sustainability-related aspects. Additionally, the research highlights the pivotal role played by the green supply chain in mediating this relationship. The results imply that organizations should give significant importance to implementing green recruitment strategies in order to strengthen their sustainable business advantages. By actively attracting and choosing environmentally conscious employees, organizations can cultivate a sustainability-oriented culture and harness the expertise and abilities of their workforce to propel sustainable initiatives. Furthermore, the study emphasizes the significance of incorporating green supply chain practices, as

it acts as a catalyst to fully unlock the potential benefits of green recruitment endeavors. This study makes a valuable contribution to the expanding knowledge base surrounding sustainable business practices, shedding light on the importance of green recruitment and its influence on sustainable business advantages. The findings hold practical implications for organizations seeking to improve their sustainability performance and gain a competitive advantage in the marketplace. By adopting green recruitment strategies and making investments in a green supply chain, organizations can adopt a comprehensive approach to sustainability and establish themselves as industry leaders.

Keywords: *Green Recruitment, Sustainable Business Advantage, Green Supply Chain, Saudi Arabia.*

INTRODUCTION

There has been an increasing interest in environmental sustainability as a kind of business responsibility over the past few decades [1]. This has prompted both corporations and researchers to view environmental sustainability as a motivating factor for effective company operations and improved competitive advantage [2-5]. Thus, green training and supplier development have manifestly influenced the environmental ambitions of numerous businesses [6-8].

Conventionally, it was assumed that only the public sector was responsible for environmental sustainability. Given the finite and semi-renewable nature of resources, the public and corporate sectors as well as many social organisations have recently assumed this social and environmental duty [9, 10]. This is mostly attributable to rising per capita consumption and population expansion.

Over the past several decades, businesses have investigated methods for achieving better environmental sustainability [5, 11]. Traditionally, businesses are supposed to be profit-driven; however, modern businesses are increasingly focusing on environmental concerns and new tactics to achieve the same [12, 13]. This is evident in the adherence to customer expectations for greener products and processes [1], which contributes to a larger competitive advantage [4, 5].

GREEN RECRUITMENTON

Green recruitment is the process of recruiting new people who are knowledgeable about sustainable processes, environmental systems, and conservation and sustainable environment terms. Green recruitment ensures that new talent is familiar with the green practises and environmental system that will support the effective environmental management within the organisation, because In the race to attract the most creative and innovative employees, companies increase their recruiting potential, hiring quality staff is the most important challenge in the war for talent [14, 15].

Google is an excellent example of a company that has embraced a green recruitment process. Timberland is another company that has used a green recruitment process [16]. Green Recruitment lacks a precise definition, although it often refers to paperless recruitment with minimal environmental impact. To complete the paperless recruitment process, digital methods such as online application forms, online or telephone interviews, and telephonic interviews are used to save paper waste and fuel consumption associated with interview travel [17, 18].

This method reduces the rate of environmental deterioration. Recruitment procedures can contribute to the improvement of environmental management systems by ensuring that environmental culture and values are clearly communicated to new employees. According to surveys, job seekers are highly cognizant of an organization's environmental management procedures and base their employment decisions on them [19, 20].

The significance of selection and recruitment for several essential features of a business. This essentially emphasises the link between management and incoming employees, as the decision to recruit a new employee has a significant impact on HRM and employee performance as a whole. Firms are adopting green practises as a method for attracting intelligent and productive personnel [21, 22].

German pharmaceutical manufacturing corporations such as BASF, Siemens, Mannesmann, and Bayer cultivate a green environmental image in order to recruit a highly skilled workforce. While the Rover Group manufacturing car employees' job descriptions include consideration for the environment [23, 24].

Within the practises of GHRM, green recruiting and selection is growing in popularity. The term "Green recruitment and selection" refers to the process of employing individuals with knowledge, skills, and behaviour regarding an organization's environmental management systems. In green recruiting and selection, applicants are invited through online platforms including online application forms, e-mails, and a global talent pool. As a result, video or telephone interviews are conducted in order to lessen the environmental impact of travel [19].

By automating and utilising a paperless system, HR managers may lower the cost of the recruitment and selection process. Therefore, green recruitment guarantees that prospective employees comprehend a company's green policy and share its environmental ideals. Implementing eco-friendly recruitment and selection provides businesses with a number of benefits. Green recruitment and selection reduces agency expenses, increases the employee experience, promotes corporate branding, and reduces paper usage costs [25].

Recruiting candidates with green credentials facilitates the hiring of professionals who are conscious of sustainability and are conversant with fundamentals such as conservation and recycling [26]. The green approach to recruitment enables the employee to follow green practises in achieving environmental goals and other dimensions of sustainability, and enables the company to achieve a competitive advantage that is sustainable over time. Notably, although recruitment and selection are similar in nature, there is a tiny distinction between the two phrases. Traditionally, recruiting is the search for possible individuals who are willing to fill a company's advertised position [27].

While selection is a multi-phase process in which a possible applicant is chosen after meticulous screening to fill a vacant position, screening is the initial step. Using the link between GHRM and sustainability, HRM sustainably delivers and develops core HR strategies based on the concepts of sustainability and environmental protection, and ensures that these strategies are executed in accordance with the management objectives established for company sustainability. Therefore, the incorporation of green HRM practises leads to the sustainability of an organisation.

SUSTAINABLE BUSINESS ADVANTAGE

Green Supply Chain

Supply Chain Management (SCM) has evolved into a crucial element in sustaining an organization's competitive edge. In this context, several businesses and scholars have sought to identify elements that have favourable or bad effects on SCM. Green Supply Chain Management (GSCM) has recently been the subject of several research [28]. According to Jaaffar and Kaman [28], despite its growing popularity in industrialised nations, there are still a number of unexplored areas of green supply chain management (GSCM), especially given that greening the supply chain has been designated as a central problem of sustainable SCM. GSCM has also begun to acquire appeal in nations with a growing economy, such as China and Malaysia.

Scott and Westbrook [29] and New and Payne [30] noted that SCM refers to the chain linking each aspect of the production and supply process, from raw materials to end customers, and managing the integration of all contributing enterprises' contributions. Over the last decade, SCM has played a significant role in the performance of organisations, and as a result, the green supply chain (GSC) has developed as an integral part of the environmental and supply chain strategies of a large number of businesses.

Although the phrase "environment" or "greening" is unclear in numerous industries, it signifies not only aligning corporate environmental performance with stockholders' expectations, but also establishing a vital new source of competitive advantage from a management standpoint [31]. Environmental management, according to Gupta [31], mitigates environmental devastation and enhances environmental performance by institutionalising diverse greening practises, beginning new initiatives, and creating technology, processes, and products.

According to Green, et al. [32], GSCM stands for advances in supply chain management and industrial buying in the context of a deteriorating environment. Whereas, according to Zhu, et al. [33], GSCM methods have four important components: internal environmental management, external environmental management, investment recovery, and eco design.

Although corporations view environmental management as their own strategy, little emphasis has been paid to assessing GSCM effectiveness based on techniques applied. Existing research has concentrated on GSCM performance measuring methodologies that represent not just indigenous characteristics, but also the economic or competitive benefit of SCM. Existing SCM performance measurement methodologies do not adequately capture essential SCM aspects such as the organization's strategic objectives and relationships with partners [34].

Numerous research have sought to identify and investigate GSCM in recent years. Green supply refers to the environmental implications of advancements in supply chain management and industrial buying. GSCM is defined by Narasimhan and Carter (1998) as the purchasing function that includes reduction, recycling, reuse, and material replacement. The GSC encompasses a broad range of GSCM techniques and SCM players and practises, from green buying to integrated supply chains that move from suppliers to manufacturers to consumers and back to suppliers [35, 36].

Brown [37] propose two principal types of green supply management processes: greening the supply process and product-based green supply. Greening the supply process refers to the environmental considerations included into the firm's supplier management operations. Additionally, product-based green supply focuses on alterations to the delivered product and strives to regulate by products of supplied inputs.

According to Pagell and Shevchenko [38], logistics and supply chain department executives should strike a balance between cost-effectiveness and innovation while preserving environmental performance. By analysing the supply chain, businesses may determine if environmental concerns can be included into industrial transformation processes [32].

Public environmental awareness, stakeholder pressure, and commercial ties have a substantial impact on environmental concerns [39]. The greater breadth of fixing environmental challenges through this collaboration may be successful, faster, and less expensive if all firms adhere to a similar body of knowledge, organisational structure, and dependable technology [40]. GSCM is the intra- and inter-organizational management of supply chain activities to decrease or eliminate the total externalities caused by forward and reverse flows [41].

GSCM is the integration of environmental practises into supply chain operations with the goal of minimising or eliminating solid waste, lowering pollution, decreasing energy consumption, and conserving resources from product design processes through the end-of-life of the product. GSCM incorporates internal and external environmental practises, including eco-design, green buying, internal environmental management, reverse logistics, collaboration with supply chain players, and investment recovery [42].

Firms may adopt GSCM willingly or involuntarily to get market access, gain a competitive edge, satisfy credit criteria, and enhance their company image. GSCM are the environmentally friendly practises implemented by organisations to improve their corporate image and gain access to the global market [43]. GSCM is essential for enhancing the environmental performance of businesses by fostering a green culture that results in waste reduction, energy and resource conservation, and less pollution. Businesses integrate green practises into their operations to lessen the negative environmental effect of their activities and goods [44-46].

Some of these firms voluntarily engage in IGSCP such as green labelling of products, auditing programmes and environmental reporting, internal environmental evaluations and ISO 14001 certification [28, 47, 48] in order to gain competitive advantage, improve corporate image, increase customer satisfaction, improve management systems and gain access to international market.

Jaaffar and Kaman [28] study on Green Supply Chain Management Practices and Environmental Performance determined that Green Supply Chain Management (GSCM) is important in influencing the total environmental impact of companies engaged in supply chain activities and contributes to the improvement of sustainability performance. The research by Jaaffar and Kaman [28] investigates employee perceptions of their company's green supply chain management methods and environmental performance.

Only law and regulation, out of the five factors of green supply chain management methods, were shown to have a substantial positive association with environmental performance [49]. In addition, the majority of employees believe that their company's environmental performance will be enhanced by complying with laws and regulations, rather than by proactively developing green supply management techniques.

In firms with a focus on environmental efficiency in supply networks, green supply chain management is the most significant issue in operations management [50]. While [51] regard the complete supply chain to be the cornerstone of an organization's sustainability, we see the supply chain as a unit. Beske and Seuring argue that the idea of sustainable GSCM is more applicable for accomplishing economic and performance objectives.

Beske and Seuring [52] describe GSCM as the incorporation of environmental considerations into SCM in organisational processes. Hervani, et al. [53] recognise this description while highlighting the implementation of green purchasing, green production, greener product distribution, and reverse logistics. According to Assumpção, et al. [54], studies on GSCM presented numerous environmentally-friendly green practises and initiatives, including green manufacturing processes and operations, green product design, green material sourcing and purchasing, and the delivery of the final eco-friendly product to the customers.

Vachon and Klassen [55] assert that the goal of GSCM is to enhance environmental management through environmental collaboration or the settlement of mutual concerns that lower environmental hazards in supply chains [46, 56]. According to Santos and Liguori [57], the effectiveness of GSCM tactics depends on the parties participating in SC having a common awareness of the environment.

Environmental aims and objectives can only lead to a sustainable company if all partners of SC work together; this cannot be accomplished if the supplier does not adhere to the green goals.

Many GSCM frameworks treat these strategies and practises as a black box due to the involvement of multiple parties and stakeholders in the supply chain (SC) process. These strategies vary between the upstream and the downstream or between intra-organizational practises or between the multi-tier practises that involve the focal firm, a supplier, and a third party [58].

These categories of GSCM practises are contingent on the SC structure and do not account for the peculiarities of certain practises. This may be the result of a lack of clarity regarding the scope of GSCM processes and necessary activities in SC. Zhu et al. (2008b) experimentally evaluated the GSCM activities in manufacturing companies and determined the following GSCM practises are significant: internal environmental management, green purchasing, interaction with customers, Eco-design, recovering investments, and reverse logistics [59].

Resource-Based View (RBV) and Natural Resource-Based View (NRBV)

Resource-based view (RBV) theory is the first theoretical support from the literature for our study. RBV implies that organisations can gain a competitive edge by utilising scarce, valuable, and difficult-to-replicate business resources. If the firm's vital resources are scarce, difficult for competitors to replace, and cannot be copied, it will have a sustainable competitive advantage in the market [60, 61].

This theory has four tenets: the resources are (i) scarce, (ii) non-substitutable, (iii) valuable, and (iv) imperfectly imitable. Recently, Resource-Based View (RBV) has come to be regarded as an influential theoretical framework, and there is a great deal of research on RBV's application. RBV is claimed to be able to describe how a company might achieve higher returns and a competitive advantage that is sustainable. According to the RBV idea, various aspects of a business contribute to its competitive edge and long-term development [62].

The efficiency of resources is exactly proportional to the outcome. Therefore, a firm's competitive advantage is attainable if its resources generate above-average, irreplaceable returns. Applying the RBV to company performance theory HRM, this study identifies the firm's employees, management, and leadership as the critical source from which competitive advantage can be derived [63]. Furthermore, in order to maintain a sustainable business advantage, a company should always assess its labour force to ensure that it has the right people in the right positions [64, 65].

RBV was presented as one perspective on how a company's human resources could be a potential source of sustainable competitive advantage. The effects of the RBV on strategic human resource management [66]. Specifically, they observed that the majority of strategic human resource management models assume that (1) A certain corporate plan demands a distinct set of staff behaviours and attitudes and (2) certain human resource policies elicit a unique set of responses from employees. As indicated in Figure 2.2, the RBV conceptual growth within the human resource can be visualised [67].

The resource in question (such as talents, money, and physical resources) should not be reproducible or cannot be replicated. To ensure competitive advantage, strategic resources must be firm-specific or non-transferable. In select instances, RBV was utilised in the manufacturing sector to develop operational and production capabilities and resources [68].

As previously noted, green human resources management (GHRM) is not a novel concept for gaining a competitive edge in industrialised nations. The goal of GHRM is to teach and develop employees with environmental protection expertise, and to lead employees to create, motivate, and give skills and information that enable superior job performance and a lasting competitive advantage [69].

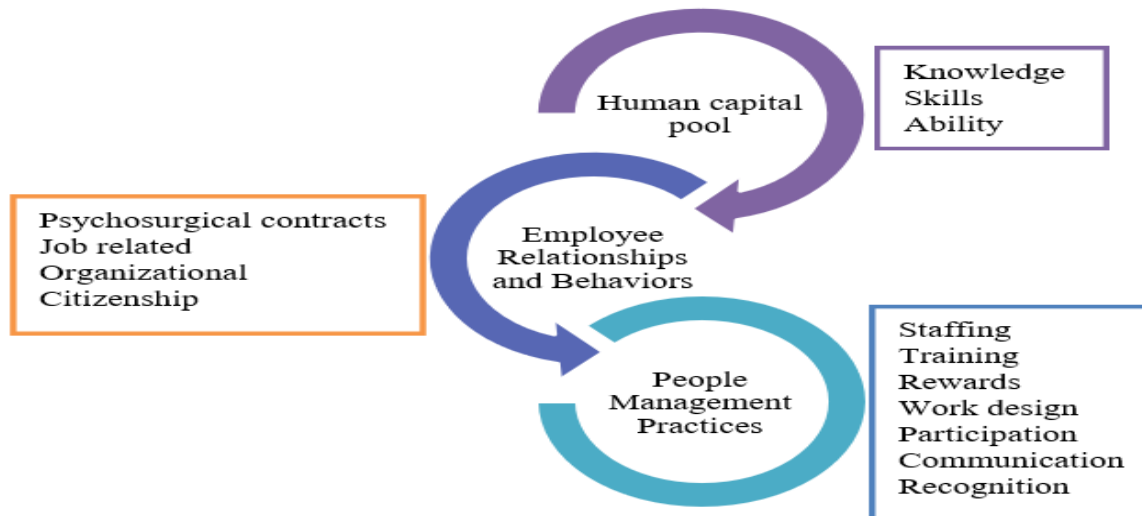


Figure 1: Model of the Basic Strategic Human Resources Components [70]

The importance of integrating environmental management policies and HRM practises, specifically mentioning recruitment and selection and green training and development, whereas other researchers supports the aforementioned statement and asserts that GHRM philosophy, practises, and policies provide the sustainable business advantage [71]. This study will employ RBV to assist the selection of green training and development; and green recruitment and selection as variables, as GHRM meet the condition of generating competitive differentiation and high market performance.

HRM is entrenched in the social structure of the organisation and can lead to the achievement of organisational goals and provide the business with a lasting competitive advantage. the RBV theory can be applied to employees for competence development in order to utilise their skills and knowledge, whereas the RBV theory can be used as the foundation for organisations to develop business competencies in order to achieve competitive advantage [72].

The RBV theory was also utilised to support the selection of GSCM as the mediator for this study, and there is consensus among the researchers that supply chain capabilities may be built and enhanced to create a sustainable competitive advantage and business advantage [73, 74]. SCM is typically viewed from the vantage point of a central enterprise and its upstream and downstream interrelationships. RBV was explored in the context of green supply chain management and emphasised that resources should be scarce and valuable, and that RBV in GSCM provides a sustained competitive advantage that results in non-imitable and irreplaceable resources [75].

As a focal company, it governs the other companies in its network, particularly the supply chain, and designs socially acceptable and environmentally responsible products [76]. This study concludes that the use of RBV theory is crucial for the development of an emerging area such as GSCM since it can provide a firm with a durable competitive advantage. According to the natural resource basis view (NRBV) hypothesis, businesses are bound not only by their own internal resources, but also by the availability and cost of external environmental resources [77].

The NRBV emphasises the environmental sustainability and competitive advantage that are emphasised in the RBV. This suggests that businesses who effectively manage their environmental impact enjoy a stronger competitive advantage that is sustained over time [78]. Hart's NRBV theory deliberates and combines environmental strategies with resource development and management. Table 2.1 contains a summary and presentation of these tactics.

Table Error! No text of specified style in document.-1 Hart’s (1995) strategies capabilities

Strategic capabilities	Environment-based driving force	Key resource	Competitive advantage
Pollution prevention	Minimize emissions, effluents, and waste.	Continuous improvement	Mower costs
Product stewardship	Minimize product cost within its life cycle.	Stakeholder integration	Preempt competitors
Sustainable development	Minimize organizational burden in long-term preservation and maintenance.	Shared vision	Future position

Researchers have examined the association between NRBV and green supply chain [79]. According to them, inter- and intra-organizational methods are crucial for boosting environmental welfare and green supply chain [79]. However, they failed to investigate the green supply chain in relation to NRBV and HRM. In the absence of empirical research, Klassen and Whybark [80] analysed two separate green technology variables pertaining to supply chain sustainability (pollution control and prevention technologies).

They discovered that manufacturing companies engaged on pollution management (end-of-pipe solutions) are exposed to negative performance consequences [80]. However, pollution prevention manufacturing firms benefit enhanced performance measures (cost, speed, quality, and flexibility). Similarly, Vachon and Klassen [81] determined the technological and logistic integration implications of a green supplier collaboration. However, [81] did not discuss the many green supply chain management strategies that generate causally ambiguous (tacit) information. Consequently, the current study proposes the importance of KBV and NRBV in achieving the research hypothesis.

CONCEPTUAL FRAMEWORK

This research is designed to focus on the greening practises of an organisation, with a particular emphasis on the role of GSCM as a mediator between GHRM practises and sustainable business. The focus of the study will be on the Saudi Arabian manufacturing industry, where the function of green requirement and selection in establishing green supply chain management are believed to have an effect on the sustainable business operations of organisations. The Conceptual framework is illustrated in Figure 2.

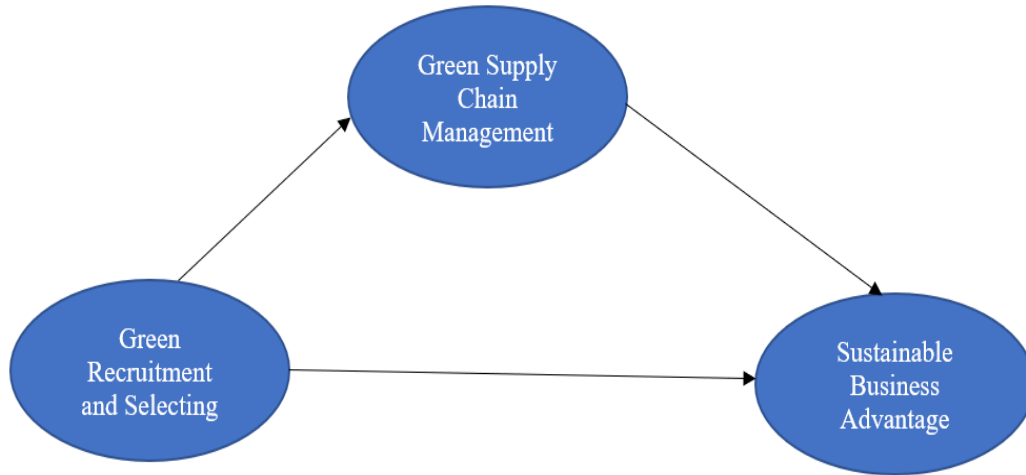


Figure 2: Conceptual Framework

Hypothesis Development

1. Green Recruitment and Selecting have a significant and direct effect on GSCM.
2. GSCM has a significant and direct effect on Sustainable Business Advantage.
3. Green Recruitment and Selection has a significant and direct Sustainable Business Advantage.

CONCLUSION

In conclusion, the impact of green recruitment and selecting on sustainable business advantage, with the mediating role of green supply chain, presents a compelling case for organizations to embrace environmentally conscious practices throughout their operations. This study has shed light on the significance of adopting green recruitment and selection strategies, not only for attracting and retaining environmentally conscious talent but also for fostering a sustainable business advantage.

The findings of this research demonstrate that organizations that prioritize green recruitment and selection practices are more likely to attract individuals who align with their sustainability values. This alignment leads to a workforce that is motivated, engaged, and committed to sustainable practices, ultimately enhancing the organization's competitive advantage in the marketplace. Moreover, by integrating green supply chain practices, businesses can create a synergistic effect that further strengthens their sustainable business advantage.

The mediating role of green supply chain practices highlights the interconnectedness between recruitment, selection, and supply chain management. Implementing a green supply chain not only reduces environmental impacts but also enhances operational efficiency and cost-effectiveness. This integration supports the overall sustainability goals of the organization, aligning it with environmentally conscious consumers and stakeholders.

The implications of this research are profound. Organizations that recognize the importance of sustainable practices and embrace green recruitment and selection strategies stand to gain a competitive edge in the marketplace. By attracting and selecting individuals who are committed to environmental responsibility, these organizations can cultivate a culture of sustainability and

innovation. Furthermore, integrating green supply chain practices strengthens their environmental performance and contributes to long-term business success.

However, it is important to note that the adoption of green recruitment and selecting practices and the establishment of a green supply chain require a comprehensive and coordinated approach. Organizations need to invest in training, development, and technological advancements to effectively implement these strategies. Additionally, collaboration with suppliers, customers, and other stakeholders is essential for achieving a truly sustainable business advantage.

In conclusion, the integration of green recruitment and selecting practices, along with the establishment of a green supply chain, offers organizations a pathway to sustainable business advantage. This research underscores the need for businesses to embrace environmental responsibility as a strategic imperative, not only for their own success but also for the well-being of future generations and the planet as a whole. By prioritizing sustainability throughout their operations, organizations can position themselves as leaders in their industries and contribute to a more sustainable and resilient global economy.

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