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The Effect of Green Recruitment and Selection Practices on Organizational Sustainability Among Selected Manufacturing Firms in Ogun State, Nigeria

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Abstract: This study examines the effect of green recruitment and selection practices on organisational sustainability in the Nigerian manufacturing sector with the objective of examining the effect of developing green job description on economic sustainability; examining the effect of usage of green information technology on environmental sustainability; and examining the effect of short-listing of applicants with environmental awareness on social sustainability. The study adopted a descriptive design in which questionnaires were administered for data collection. Data was collected from 155 and the hypotheses for the study were tested with regression and correlation analysis. Findings from the study illuminated that green recruitment and selection practices significantly affect organisational sustainability. The study concluded that since green recruitment and selection practices significantly affects organisational sustainability, then manufacturing Firms must uphold and incorporate these practices into their corporate agenda to promoting their sustainability. The study recommends that management of manufacturing firms should target and select applicants with green awareness and green abilities, this will help strengthen sustainability concerns and create an avenue for ensuring an eco-friendly work space.

Keywords: Economic Sustainability, Environmental Sustainability, Green Job Description, Green Information System, Social Sustainability.

JEL: P18, Q01, Q52, Q53, Q54, Q56

1. Introduction

Organisational sustainability has become a huge point of concern based on the current new relationship advanced with nature by global work practice. This relationship is expressed through development sustainability as against financial sustainability of businesses in previous times. The achievement of just economic development characterised by industrialisation has resulted in global environmental milieu such as global warning, acid rain and proliferation of persistent organic substance and all these environmental challenges are associated with the activities of manufacturing Firms (Park, 2018). The increasing harm and damage perpetuated on the natural environment by the activities of these firms require that a proactive and responsive approach be implemented to mitigate these challenges (Sarkis, 2019). In this regard, firms are enjoined to be responsible in ensuring that their operation process is adequately managed to prevent further degradation and enhance sustainability (Sarkis, 2018; Khan, Arhin & Kusi-Sarpong 2018; Orji, Kusi-Sarpong & Gupta, 2019; Bai, Kusi-Sarpong, Ahmadi, Badri & Sarkis, 2019a).

In the light of the above, many organisations have started adopting this measure right from the point of recruitment and selection; and this is in a bid to achieve the universal sustainability mandate towards creating a safe terrain (Kusi-Sarpong, Sarkis & Wang, (2016); and (Kusi-Sarpong & Sarkis, 2019). Green recruitment and selection (GRS) has been considered as the most principal component of GHRM Ahmad, (2015); and this is because applicants awareness of the green revolution is the cardinal aspect of green recruitment and selection and it has to do with the personality factors and just as the profile of a fresh job applicant who is ready to come into the job market is changing; asides being young, vibrant, enthusiastic, eager to grab opportunities, confident and friendly, they also possess high sense of awareness towards the

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most current issues ranging from political, social and environmental (Kaur, 2013; Tang, Chen, Jiang, Paille, & Jia, 2018).

Several empirical studies carried out globally on organisational sustainability all sought to examine different variables in a bid to achieve organisational sustainability. For instance, Strand (2014) examined the relationship between strategic leadership and organisational sustainability; result of his findings showed that there is a positive relationship between strategic leadership and organisational sustainability. Caldelli & Parmigiani, (2017) examined the effect of management information system on organisational sustainability; result from his study evinced that management information system is pivotal to the attainment of organisational sustainability but none of these studies examined organisational sustainability from the point of view of recruitment and selection practices and this has brought about the consequences such as air Pollution, manufacturing firms play a huge role in the amount of air pollution witnessed by the environment. Lethal gases are frequently discharged by these firms after operations. Water Pollution, manufacturing firms are also major contributors to water pollution across the globe. This ranges from illegal dumping of contaminated chemicals, water, gases, heavy metals or radioactive materials into major waterways which causes damage both to marine life and the environment in general.

Soil Pollution, the activities of manufacturing firms can also have an adverse effect on the soil and it can become polluted, as result of industrial wastes being hurled into landfills. Human health, World Health Organisation (WHO, 2015), opined that about 15% of those diagnosed with lung cancer is due to extended exposure to pollution borne out of the production of manufacturing firms. Global warming, this can be attributed to huge reliance on manufacturing and activities over the years; whose usage of toxic materials and gases are burned and released into the environment, examples are carbon dioxide and methane; even though these gases are capable of absorbing radiation from the sun, they also have direct implications on the temperature of the environment. Should this continue unguarded, it can bring about a rise in the earth's temperature and put our existence as human beings under threat as there's depletion in the ozone layer already.

The objective of this paper are to examine the effect of developing green jobs on economic sustainability of manufacturing firms in Ogun State Nigeria; examine the relationship between green information technology in the selection process and environmental sustainability of manufacturing firms in Ogun State Nigeria; and examine the effect of Short-listing of applicants with environmental commitment on social sustainability. This paper is structured in the following manner, section I has the introduction, section II review relevant literature and section III is centered on the methodology, section IV houses the results and discussion of findings while section V houses the conclusion as well as recommendations of the study.

1.1 Research Hypotheses

HO_1: Developing green jobs does not have significant effect on economic sustainability of manufacturing firms in Ogun State Nigeria.

HO_2: There is no significant relationship between green information technology in the selection process and environmental sustainability of manufacturing firms in Ogun State Nigeria.

HO_3: Short-listing of applicants with environmental commitment does not significant affect social sustainability of manufacturing firms in Ogun State Nigeria

2. Literature Review

2.1 Green Recruitment and Selection Practices

This is a procedure by which management attract and hire candidates with attitude, behaviour, knowledge and skills that adheres with managing the environment of an organisation (Alias & Obaid, 2015; Ullah, 2017). Green recruitment and selection is a paperless kind of recruitment exercise with minimal environmental impact. As submitted by Saini and Shukla, (2016) under this form of recruitment pattern, mediums such as online portal, online application forms like Google forms, telephone or video-based interviews are employed in minimising travel-related environmental impact.

Since recruitment is the mode of attracting and drawing potential applicants to apply for available vacancies in an organisation either internally or externally, recruitment can be used as an action plan to bring on board employees with green bend of mind; thereby making it easy for manufacturing firms to hire

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employees who possess requisite skills and knowledge on environmental conservation and are acquainted with the basics of environmental sustainability such as recycling, reusing, reducing and creating a logical atmosphere (Sanyal, 2017).

2.1.1 Develop green job description

After training recruitment officers on how to assess the environment management knowledge, skills and commitment of potential job applicants (Shah, 2019), the manufacturing firms must also develop a green job description (Jiang et al., 2019). Green job description refers to job roles and responsibilities to be performed through an environmentally friendly manner (Renwick et al. 2013; Jiang et al., 2019).

Developing green job description will guide recruitment officers and management on the importance of environmental health and safety. This will instill the determination for effective environmental management qualities, the educational background, experiences, and desired applicants' commitment and sensitivity towards environmental issues. For the purposes of transparency, these environmental requirements of the desired applicants should be stated in the job advertisement and communicated to all potential applicants (Jabbour, 2013; Shah, 2019).

2.1.2 Usage of green information technology in the selection process

Environmental consciousness affects organisational processes and practices. Contemporary organisational processes have adopted technologies in reducing environmental waste (Bai et al., 2017; Bai and Sarkis, 2013), improves efficiency (Nanda et al., 2019), and foster green behaviour that results in efficiency and cost reduction (Yong et al., 2019). Green applicant's selection process is no different. Organisations can adopt environmental friendly and cost saving processes.

For instance, Jepsen and Grob (2015) in their study on sustainability in recruitment and selection submitted that organisations use of technology to reduce paperwork and this is an environmental friendly act. Depending on the nature of the job, manufacturing firms may also extend the use of technology towards induction through the use of webcams. Green information technology systems in the long run will help firms to save time, energy, and carbon emissions associated with travels to the work promises during the selection process (Bai & Sarkis, 2013; Uddin et al, 2012; Przychodzen et al., 2018).

2.1.3 Short-listing of applicants with environmental commitment

Assessing the level of commitment of applicants (Jabbour and Santos, 2008; Siyambalapitiya et al., 2018) against the organisation's environmental management agenda is critical for the success and sustainability of the firm. Based on this evaluation, manufacturing firms should short-list applicants with high commitment and awareness towards environmental issues. Whilst the assessment processes adopt relevant approaches to reveal which of the job applicant exhibits the desired environmental management behaviours and knowledge to execute the job description (Pinzone et al., 2019), the short-list reduces the pool of job applicants to a smaller size on which further assessment will be based.

2.2 Organisational Sustainability

Sustainability as a concept gained prominence from the report submitted by the Brundtland Commission in 1987; and since then, it has become widely accepted especially in the assembling sectors as it was viewed as an essential administrative and leadership tool. Organisational sustainability as described by Wales, (2013) cited in Colbert and Kurucz, (2007) is a process through which management of an organisation keeps its business activities running.

In the same vein, Bourdreau and Ramstad (2005) averred that sustainability is the achievement recorded by an organisation's in meeting its current needs without compromising its future needs. Genty, (2021) asserted that organisational sustainability implies having in place the right leadership style, talents, global awareness/intuition and the action plan required in combatting threats being faced by modern organisations. The above position is in agreement with Gehman and Lefsrud, (2018) where the authors opined that one of the major ways by which firms contribute towards sustainability is through their mode of operation and practices.

Studies by Akpan and Essien, (2010); Azeez, (2016); Atiku and Fields, (2017); Gehman and Lefsrud, (2018), Chong, Jabbour, Roscoe and Subramanian, (2019) have considered of organisational practices such as cultural factors, institutional influence, government regulations, social movements and pressure from the media and their attendant effects on sustainability. From the foregoing, it is apparent that none of above

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identified studies examined organisational sustainability from the lens of green recruitment and selection practices, hence this study.

2.2.1 Economic Sustainability

Economic sustainability as a concept has its root in the work of Hicks titled "value and capital" in 1939. Economic sustainability is a system of production that satisfies current consumption level without compromising future needs (Basiago, 1999) In corroborating the above assertion, Reddy and Thomas, (2015) averred that economic sustainability will be an optical illusion and a pipeline dream when the usage of natural resources is overstretched and the phenomena which drives past growth is continuously over used.

The current global principal challenge is to achieve a balanced economic growth and sustainable development and this is as a result of the increased population and the demand for tenable future which requires that efforts must be geared towards environmental and resources preservation (Goi, 2017; Amrutha & Geetha, 2020). It is requisite to conserve and improve the environment for the current and future generations (Singh, Del, Chierici & Graziano, 2020). Based on the above, to achieve economic development without causing significant damage to the environment, management of manufacturing firms in Nigeria must recruit prospective employees with knowledge, skills and abilities of environmental management practices.

2.2.2 Environmental Sustainability

Environment can be described as a concept which is made of both physical and social conditions that surrounds an individual and influences their behaviour. According to Gana and Tola, (2015), environment can be said to be both objective and subjective; this is because it comprises both bodies in terms of animals, deserts, forests, grasslands, landmass and human; the interplay of these aforementioned takes place within the environment.

In the opinion of Diri, (2021) environmental sustainability can be viewed as an equilibrium which allows the human society to satisfy its current needs using natural resources without compromising or violating the ability of future generations to satisfy their comprehensive needs. Environmental sustainability is a conscious effort and responsive interplay with the environment with a view to preserving natural resources through the development of alternative power sources, reducing pollution or any negative impact that may erode environmental quality.

2.2.3 Social Sustainability

Social sustainability as a concept has been neglected relegated and not much consciousness or recognition was accorded to it since its emergence as an indicator of sustainable development in 1987. Economic and environmental concerns have been at the front burner of debates while social sustainability received little or no awareness at all on discussions on sustainability; not until after a decade, i.e. in the late 1990s that social sustainability began to gain prominence and significance as an essential feature of the sustainability agenda. Even with the extant studies conducted in the area of social sustainability, there has been no consensus or common consent in terms of definition (Ahman, 2013).

In the opinion of Arulrajah and Opatha, (2016) social sustainability is described as a process of creating a prosperous society by closely and thoroughly understanding people's needs. This need comprise the process for creating sustainable successful place which promotes well-being by understanding what is required by the peoples from places or locations where they work and live. Going forward, Strand, (2014) expressed that social sustainability is synonymous with **human development** in terms of (education, training, health, work place safety), **equity** (fairness in salaries, equal opportunities) and **ethical considerations** (human rights, cultural values, justice). Social sustainability is an essential ingredient of economic growth and poverty alleviation; it is a core and fundamental principle that must be attained before addressing environmental sustainability concerns.

2.3 Theoretical Insights

Theories are described as suppositions and system of ideas which are intended to be used in explaining phenomenon, events and situations. They are set of principles on which the practice of an activity rests upon. This study is anchored on the institutional theory, Sustaincentrism theory and the stakeholder theory.

2.3.1 Stakeholder Theory

The tenet of this theory holds that managers' central duty is not just taking care of the shareholders of the business only; managers should also to be impactful, effective and accountable to the internal

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(employees and shareholders) and external stakeholders (customers, suppliers, community, and non-government organisations) (Moneva & Pajares, 2018). This theory was adopted for this study because it exhaustively explains and illustrates the crux of this study. Thus, to achieve organisational sustainability, manufacturing firms must look internally and externally to understand how their activities impact on the environment, immediate communities and tailor their recruitment and selection practices towards ameliorating these effects by using strategies and policies for ensuring sustainability by the organisation.

2.3.2 Sustaincentrism Theory

The evolution of this theory was as a result of Bansal and Gao (2006) stressing the need for scholars in the parlance of organisational sustainability to develop new theoretical frontiers based on insights that are unique to the natural environment; based on this scholastic request and opinion, Gladwin, Kennelly and Krause, (1995) created a new theoretical construct which conceptualise "sustainable development" for business and corporate organisations. This birthed the introduced of "sustaincentrism theory" as the process of achieving human development in an inclusive, connected, equitable, prudent, and secure manner.

2.4 Empirical Review of the Literature

This section review previous scholarly submission on the subject of green recruitment and selection.

Mwita, (2018), carried out a study on the role of recruitment and selection on the performance of 371 employees of processing industries in Tanzania; using linear regression analysis; his finding result revealed that green recruitment and selection has a great influence on organisational performance and aid the attraction of more qualified job applicants who are sustainability oriented.

Chima, Onuoha and Sule, (2020) carried put a study on green human resource management practices and organisational sustainability among employees of private institutions in Abeokuta, Ogun state, Nigeria; analysis was done through correlation analysis and their findings reflected that there exists a high level of significant relationship between green recruitment and selection and other green human resource management practices on organisational sustainability in selected private institutions in Ogun State.

Diri, (2021) carried out a study on green recruitment and selection and corporate sustainability in Oil and gas producing companies in Rivers state; findings from his study revealed that there exists a strong significant relationship between recruitment and selection and corporate sustainability of Oil and Gas producing firms in Rivers State as green recruitment and selection practices allows for an environmental harm free recruitment exercise.

Genty, (2021) carried out a study on Green Human Resource Management and organisational sustainability; this study employed the usage of discourse content analysis as a means for data collection; the outcome of his study bared that achieving organisational sustainability depends on green training intervention as a means of understanding and reshaping the environment; his study reflected the importance of green recruitment and selection as is a veritable tool for advancing sustainability since human resource management practices positively impact on environmental outcomes and firms' environmental performance.

2.5 Conceptual Framework

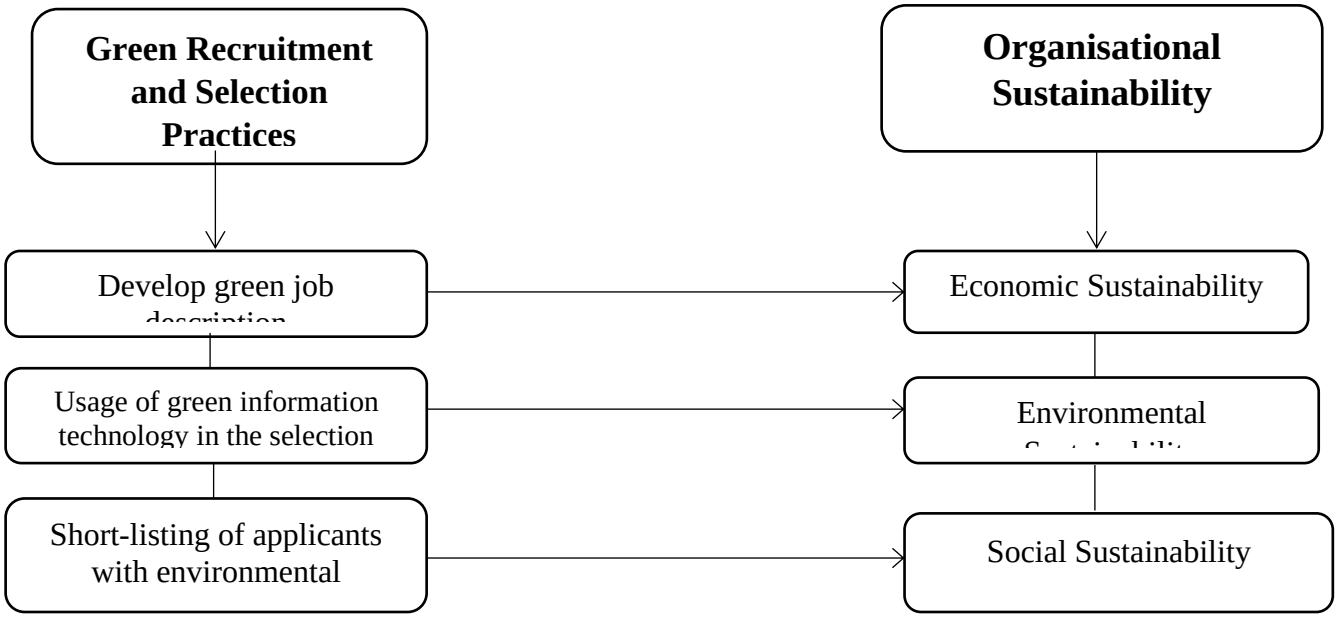

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Fig I: Conceptual framework analysing the effect of green recruitment and selection practices on organisational sustainability among manufacturing firms in Ogun State, Nigeria.
Source: Authors Construct, 2021

3. Methodology

This section of the study analyses the principles and procedures through which the study was carried out, so that another researcher who is interested to replicate the study could do so without hassles. Going forward, this section covers the research design, study population, sample size, inclusion and exclusion criteria, sampling procedure, instrument for data collection, validity and reliability of the study, method of data analysis and ethical consideration.

3.1 Research Design

This study adopted a descriptive research design. This design was adopted because it helps the researcher explain the variables under study thoroughly and in an understandable manner.

3.2 Population of the Study

The population for the study was three hundred and seventy one (371) employees from 3 selected manufacturing firms namely Intercontinental Distillers Limited, Shonghai Packaging and Purechem Manufacturing Ltd. Respectively. Respondents for this study cuts across diverse occupational cadres/levels and group i.e. junior, middle level, senior and management cadre. These were selected using a multi-stage sampling technique e.g. (purposive, stratified and convenience). The population of each firm is highlighted and displayed in the table I below.

Table I: Population of selected Manufacturing Firms

S/N	List of Manufacturing Firms	Area/Scope of Study	Population
1.	Intercontinental Distillers Limited	Idiroko, Ota/Atan,	135
2.	Shonghai Packaging	Sango, Ota	107
3.	Purechem Manufacturing Ltd.	Sango	129
	Total		**371**

Source: Field Survey, 2021

These manufacturing Firms were selected for the study because they operate a green culture working culture.

3.3 Study Area

The study area was Ogun State and manufacturing firms in Sango, Idiroko, and Ado-Odo Ota were selected for the study; these areas were selected due to the large concentration of manufacturing firms.

3.4 Sample Size Determination and Sampling Technique

From the above population, sample size of **189** (One Hundred and Eighty-Nine) employees was drawn at 95% confidence level and 0.05 error rate using a sample size calculator from this website www.raosoft.com/samplesize.html. To draw the number of questionnaires administered to each of the Firms; the study employed the use of probability proportional to size measure.

Respondents for this study were selected using a multi-stage sampling technique e.g. (purposive, cluster sampling, stratified sampling and convenience sampling technique). The cluster sampling technique was employed for selecting strategic areas/locations for the study. The stratified sampling techniques was used in selecting employees across different units e.g. HR, Marketing, Drivers and so on. Going forward, the convenience sampling procedure was employed for the selection of respondents in the study areas and selected firms. The convenience sampling technique was utilised due to the nature of the study which was descriptive in scope.

Probability proportional to size (PPS) sample selection method is where the probability of selection for a sampling unit is directly proportional to a size measure. This was utilized in order to have an equal sample size representation and adequacy of the respondents in each of the Firms. The formula used in achieving this representation in each Firm was:

$$\frac{\text{Number of questionnaires} \times \text{population of each Firm}}{\text{Grand Total}}$$

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Table 2: Sample Size Determination of selected Manufacturing Firms

S/N	Firms	Population	Proportion	Sample Size
1.	Intercontinental Distillers Limited	135	189(135) 371	69
2.	Shonghai Packaging	107	189(107) 371	54
3.	Purechem Manufacturing Ltd.	129	189(129) 371	66
	Total	**371**		**189**

Source: Field Survey, 2021

3.5 Instrument for Data Collection

For this study, primary data was obtained through administration of a questionnaire. The questionnaire was divided into three sections to adequately cover the study objectives. It further consisted of close-ended, structured questions. The questionnaire contained closed ended questions with 5 Likert Scale from "Strongly Disagree" =1 to "Strongly Agree" =5 and it was administered by the researcher. The questionnaire used contained three sections. Section A was structured to obtain and draw out information on the demographic profile of respondents, section B, on green recruitment and selection practices while section C, organisational sustainability.

Table 3: Cronbach Alphas of the study Variables

S/N	Variables	Authors	No of Items	Cronbach Alpha
Recruitment and Selection Practices				
i.	Developing green job description	Renwick et al. (2013); Tung et al. (2014), Shah, (2019)	4	0.871
ii.	Usage of green information technology in the selection process	Bai et al. (2017); Bai & Sarkis, (2013); Nanda et al., 2019	4	0.884
iii	Short-listing of applicants with environmental commitment	Jabbour & Santos, (2008); Siyambalapitiya et al. (2018).	4	0.825
Organisational Sustainability				
1.	Economic Sustainability	Munck, Bansi, Dias, & Cella-de-Oliveira, (2013)	5	0.922
2.	Environmental Sustainability	Bansol, (2005) and Munck, Bansi, Dias, & Cella-de-Oliveira, (2013)	5	0.948
3.	Social Sustainability	Bansal, (2005)	5	0.932

Source: Authors' Computation, 2021

3.6 Validity of the Research Instrument

To ensure internal validity of the research instrument, the researcher carried out a pilot study and pre-testing with employees of five (5) selected hotels in Ado-Odo Ota Area of Ogun State. This was done in order to achieve the face, content, construct and criterion-related validity of the research instrument.

3.7 Reliability of the Research Instrument

The researcher selected a pilot group of 30 employees from five (5) selected hotels to test the reliability of the research instrument. This was achieved by first stratifying the individuals according to the nature of their employment status. The researcher also put into consideration gender equity of the individuals. It was expected that the reliability test result will not yield less than 0.70 co-efficient.

All these were aimed at ensuring that the objectives of the study measure accurately what they intend to measure. The pilot study enabled the researcher get familiar with the research and its administration procedure and identifies items that required modification. The result helped the researcher to correct inconsistencies arising from the instruments, which ensured that they measured what was intended.

3.8 Method of Data Analysis

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In this study, the quantitative data were analysed at both descriptive and inferential level of statistics using frequency distribution and simple percentage, through the aid of Statistical Package for Social Sciences (SPSS) version 26.0. The study employed regression analysis as the statistical tool in testing the stated hypotheses.

3.9 Ethical Consideration

The researcher was quite mindful of the sensitive nature of this study. Thus, some ethical issues with regards to the people involved were considered. The rights, dignity, integrity and safety of the respondents were protected. Respondents were duly informed that the study was strictly for academic purpose and not to pry into private issues, beliefs or political conviction of any individual or group of employees.

Therefore, respondents were given the freedom and option to participate or not. Permission was sought from the human resource Departments of the manufacturing firms while at the unit offices, consent letters were collected from the unit heads. This was aimed at certifying that the managements of the firms were cognizant of the study and voluntarily agreed to allow their employees participate

4. Data Analyses and Results

4.1 Results

Hypothesis One

HO_1: Developing green job description does not significantly affect economic sustainability of manufacturing firms in Ogun State Nigeria.

Tables 4, 5, 6: **Results of Linear regression analysis on the effect of recruitment and selection practices on economic sustainability**

Table 4: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946[a]	.894	.894	.388

a. Predictors: (Constant), Developing green job description

Table 5: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.660	1	195.660	1296.574	.000[b]
	Residual	23.089	153	.151		
	Total	218.748	154			

a. Dependent Variable: Economic Sustainability
b. Developing green job description

Table 6: Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.569	.092		6.165	.000
	Developing green job description	.869	.024	.946	36.008	.000

a. Dependent Variable: Economic Sustainability

Tables 4, 5 and 6 presents the result of the linear regression that were calculated to predict economic sustainability based on recruitment and selection practices as components of green human resource management. A significant regression coefficient was found (F (1,153)= 1296.574, p=.000), with R^2 of 894.

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This presupposes that 89.4% variation in economic sustainability was as a result of green recruitment and selection practices.

Evidence in table 6, also is the beta value under the standardized coefficients which shows that green recruitment equivalently contributes to the change in the dependent variable (economic sustainability) (β=.946, p=.000). Therefore, the null hypothesis was rejected because results showed that, developing green job description as an indicator of recruitment and selection practices significantly affect economic sustainability.

Hypothesis Two

HO2: There is no significant relationship between green information technology in the selection process and environmental sustainability of manufacturing Firms in Ogun State.

Table 7: Results of Linear Correlations analysis on the relationship between green information technology and environmental sustainability

		Green Information Technology	Environmental Sustainability
Green Information Technology	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	155	155
Environmental Sustainability	Pearson Correlation	.983**	1
	Sig. (2-tailed)	.000	
	N	155	155

**. Correlation is significant at the 0.01 level (2-tailed).

The above correlation table reflected that there exists a positive and significant relationship between Green Information Technology and Environmental Sustainability with (r=0.983, p-value<0.05). This implies that a significant relationship exists between green information technology and environmental sustainability. Therefore, the null hypothesis was rejected because results showed that, green information technology which is an indicator of recruitment and selection practices have significant relationship with environmental sustainability.

Hypothesis Three

HO3: Short-listing of applicants with environmental commitment does not significantly affect social sustainability of manufacturing Firms in Ogun State Nigeria.

Tables 8, 9, 10: Results of linear regression analysis on the effect of Short-listing of applicants with environmental commitment on social sustainability

Table 12: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951[a]	.904	.904	.414

a. Predictors: (Constant), Short-listing of applicants with environmental commitment

Table 13: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	247.198	1	247.198	1443.835	.000[b]
	Residual	26.195	153	.171		
	Total	273.394	154			

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a. Dependent Variable: Social Sustainability
b. Predictors: (Constant), Short-listing of applicants with environmental commitment

Table 14: Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.686	.083		8.220	.000
	Short-listing of applicants with environmental commitment	.877	.023	.951	37.998	.000

a. Dependent Variable: Social Sustainability

Tables 8, 9 and 10 presents the result of the linear regression that were calculated to predict social sustainability based on Short-listing of applicants with environmental commitment. A significant regression coefficient was found (F (1,153)= 1443.835, p=.000), with R^2 of 904. This presupposes that 90.4% variation in social sustainability was as a result of Short-listing of applicants with environmental commitment which is an indicator of green recruitment and selection practices.

Evidence in table 10, also is the beta value under the standardized coefficients which showed that green recruitment practices equivalently contributes to the change in the dependent variable (environmental sustainability) (β=.951, p=.000). Therefore, the null hypothesis was rejected because results showed that, Short-listing of applicants with environmental commitment significantly affect environmental sustainability.

4.2 Discussion of Results

From hypothesis one, it was evident that green recruitment and selection practices significantly affect economic sustainability; this implies that continuous subscription towards the green revolution by manufacturing firms will bring about competitive advantage. This result is also in agreement with the submission of Ullah, (2017) whose findings revealed that implementing green recruitment and selection practices by organisations will result in greater efficiencies, economical and effective utilisation of resources; less wastage, reduced/lower costs, improved employees' and job related behaviours, improved work and private life. Going forward, the finding of this study also supports the result of Sherine, (2018) who concluded that green recruitment and selection practices enhances corporate image.

For hypothesis two, findings revealed that green information technology in the selection process have positive and significant relationship with environmental sustainability; this connotes that the more applicants who are environmentally aware are brought on board by management of manufacturing firms, the quality and value of the environment would be revitalised. Result from this study negates the submission of Diri, (2021) whose findings revealed that green recruitment and selection practices have no relationship with environmental sustainability. This finding is also in alignment with Kuria and Mose, (2019) whose submission made it known that green recruitment selection practices should be widely embraced for the sake of environmental sustainability.

For hypothesis three, result further indicated that green recruitment and selection practices significantly affect social sustainability. This result gives credence to the submission of Abdul, Ahamed and Ayham, (2018) which stated that green recruitment and selection practices has a direct effect on sustainable performance of firms. In the same vein, the result is consistent with the findings of Auranzeb & Bhutto, (2016); Cheema & Javed, (2017) and Sriram & Suba, (2018). On the final note, result of the study is in tandem with the opinion of Patil & Sarode, (2018) which stated that effectively engaging in green recruitment and selection practices can improve corporate branding.

5. Conclusion and Recommendations

The study concluded that firms who are environmental conscious and friendly can attract required talents for implementing corporate sustainability programmes and this would help them contribute ultimately towards sustainable development goals. Thus, manufacturing Firms should consider green job description as a means for ensuring economic sustainability. In the same vein, Management of manufacturing firms must employ the usage of green information technology as an avenue for enhancing environmental sustainability and finally, government through her various regulatory agencies should require

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manufacturing firms to comply with GHRM practices by presenting the gains inherent in adhering to its call; they must also commit themselves to seriously follow up the process to ensure that these practices are institutionalised to aid and foster sustainable development.

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