

# A SYSTEMATIC LITERATURE REVIEW OF CANDIDATE EXPERIENCES IN DIGITAL-DRIVEN GREEN RECRUITMENT PRACTICES

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**Abstract:** Digital-based green recruitment has become an integral part of Green Human Resource Management (GHRM) in supporting the sustainability and efficiency of the recruitment process. This practice utilizes digital technologies such as paperless systems and virtual interviews to reduce environmental impact. However, the candidate experience in the green digital recruitment process remains under-explored, while most previous research has focused on the organizational point of view. This study aims to conduct a systematic review of the literature addressing the candidate experience in digital-based green recruitment, using the Systematic Literature Review (SLR) method based on the PRISMA guidelines. Relevant articles were identified from the Scopus database, resulting in an initial 200 articles which were then filtered down to 5 key articles for in-depth analysis. The results showed that digital-based green recruitment provides a positive experience for candidates, particularly in terms of efficiency, flexibility and sustainability. Candidates appreciate paperless measures and virtual interviews as environmentally friendly solutions. However, some challenges were also identified, such as technical constraints (poor internet connection) and lack of personalization in communication. The main factors influencing candidate perceptions were the quality of communication during the virtual interview and the fit of the company's sustainability values with the candidate. The research recommends the development of more interactive digital tools, training for recruitment teams, and studies in other sectors to understand the candidate experience more broadly. Digital-based green recruitment is a promising strategy, but it needs to be refined to be more inclusive and effective.

**Keywords:** Green recruitment, digital recruitment, candidate experience, sustainability, GHRM, PRISMA.

## Introduction

In recent decades, sustainability has become a top priority in various industrial sectors, encouraging organizations to integrate environmentally friendly values in every aspect of their operations. One approach that has emerged in support of this sustainability is Green Human Resource Management (GHRM), which encompasses human resource practices that aim to increase awareness and action towards environmental conservation (Jabbour et al., 2013). Green recruitment, as part of GHRM, plays an important role in ensuring that the recruitment process is not only efficient but also environmentally friendly, with a focus on reducing the carbon footprint and improving the company's sustainability image (Renwick et al., 2013). One of the key approaches in green recruitment is the digitization of the recruitment process, which includes virtual interviews, the use of digital platforms to apply for jobs, and the reduction of paper use in the entire recruitment cycle (Ahmad, 2015). Digital-driven green recruitment allows organizations to automate the recruitment process, improve efficiency, and significantly reduce environmental impact (Tang et al., 2018). For example, the implementation of video-based interviews and electronic candidate data collection not only reduces the need for physical

travel but also reduces the use of environmentally unfriendly materials, such as paper for application forms and other related documents (Jain & Gautam, 2020).

Although the benefits of green recruitment have been widely documented in previous research, most studies have focused on organizational perspectives, such as operational efficiency, cost reduction, and achieving sustainability goals (Sharma et al., 2022). However, candidate experience in the digitally-driven green recruitment process is still a topic that has received less attention. In this context, candidate perceptions of digital technologies, such as virtual interviews, cloud-based applicant tracking systems (ATS), and reduced face-to-face interactions, are key factors in the successful implementation of green recruitment (Singh et al., 2021).

Most research on digital-based green recruitment tends to focus on how organizations adopt green technologies to achieve sustainability goals (Jabbour & Renwick, 2020). However, few studies have explored the candidate experience during this recruitment process, including how the technology affects their perception of the company and whether this experience supports overall recruitment success. In fact, the candidate experience is a critical element that can influence their decision to accept a job offer, as well as have a long-term impact on the organization's image as a sustainable employer (Yusoff et al., 2021).

This research aims to bridge the gap in the literature by conducting a systematic review of the existing literature, using a Systematic Literature Review (SLR) approach based on PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. By exploring candidates' experiences in digital-based green recruitment, this research will provide deeper insights into candidates' perceptions, factors that influence their experiences, as well as a comparison between digital-based green recruitment processes and conventional methods.

Digital-based green recruitment has become an important strategy for organizations looking to improve sustainability and reduce the environmental impact of the hiring process. However, while many studies have addressed the implementation of green recruitment from an organizational perspective, such as operational efficiency and carbon footprint reduction, there is limited in-depth research on candidate experiences in digital green recruitment processes. Therefore, the main objective of this research is to conduct a systematic review of the literature focusing on the candidate experience in digital technology-based green recruitment processes.

This research aims to identify candidates' perceptions of key elements of the green recruitment process, such as virtual interviews, use of cloud-based application systems, and reduced use of paper documents. It also seeks to understand the factors that influence the candidate experience, such as the ease of use of technology, the quality of communication during digital interviews, and the extent to which the company's sustainability values match candidate expectations.

This research not only focuses on the positive aspects of digital-driven green recruitment, but also on the challenges or barriers that candidates experience, including potential discomfort during virtual interviews or the perceived lack of personalization of technology-based processes. As such, this study is expected to provide a more comprehensive picture of how digital technologies affect candidate perceptions compared to conventional recruitment methods. This study also aims to provide recommendations for organizations in designing green recruitment strategies that are more inclusive, efficient and in line with candidate expectations.

Based on the formulated research objectives, this study seeks to answer three main questions:

1. RQ1: What is the candidate experience of digitally-driven green recruitment?

This question aims to explore candidates' perceptions of the digitized recruitment

process with a focus on the green aspects. This includes their experience during virtual interviews, filling out online applications, as well as other aspects of the technology-based process designed to reduce environmental impact.

2. RQ2: What are the main factors that influence candidate perceptions of green digital technologies?

This question aims to identify the factors that shape candidate perceptions during the digital-based green recruitment process, such as technological convenience, platform accessibility, ease of communication, and alignment with corporate sustainability values.

3. RQ3: How does the candidate experience in the green recruitment process compare to conventional recruitment?

This question focuses on comparing the candidate experience in digital-based green recruitment with conventional recruitment methods. This comparison aims to identify the advantages and disadvantages of both approaches, as well as their impact on the overall candidate experience.

By answering these research questions, this study is expected to make an important contribution to understanding how digital-based green recruitment affects candidate experience and provide relevant insights to improve the effectiveness of future green recruitment strategies.

## Method

### Research Design

This research uses the **Systematic Literature Review (SLR)** method to provide an in-depth and comprehensive analysis of the candidate experience in the **digital-based green recruitment** process. The SLR approach was chosen because it allows for the systematic identification, selection and analysis of relevant literature, in accordance with **PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)** guidelines. PRISMA is used to ensure transparency in the data screening and analysis process, so as to produce results that can be replicated by other researchers.

### Literature Search Strategy

The literature search strategy was designed to obtain relevant articles from the leading academic database, **Scopus**. The keywords used included phrases that specifically targeted the research topic, such as:

- "Candidate experience AND green recruitment AND digital platform"
- "Paperless recruitment AND virtual interviews AND sustainability"
- "Eco-friendly hiring AND candidate perception AND digital tools"

These keywords were combined using Boolean operators (AND, OR) to ensure a broad coverage of the literature while remaining relevant to the topic. The constraints applied in the search include:

- Articles published in Scopus indexed international journals.
- Publication years were limited to 2015-2025, to ensure the literature analyzed was up-to-date and relevant to recent developments.
- Only English articles are considered.

This search strategy aimed to obtain relevant articles with a primary focus on candidate experience in digitally-driven green recruitment.

### **Inclusion and Exclusion Criteria**

Inclusion and exclusion criteria were used to ensure that only relevant, high-quality literature was included in the analysis.

#### **Inclusion Criteria:**

1. A study that discusses candidate experience in **digital-based green recruitment**.
2. Articles that explicitly compare the **digital recruitment** process with conventional recruitment methods.

#### **Exclusion Criteria:**

1. Studies that only focus on the organization's point of view or operational aspects, without addressing the candidate's experience.
2. Articles that are not available in full text or cannot be accessed through the database used.

The application of these criteria was done during the article screening and selection process to ensure that only literature that matched the research objectives was included.

### **PRISMA Process**

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) process was used to guide the article identification, screening, eligibility evaluation, and inclusion stages. The process involves four main stages:

1. **Identification:** At this stage, relevant articles were identified based on the formulated keywords. The total number of articles found from the database (Scopus) was recorded to ensure transparency.
2. **Screening:** Articles obtained through the initial search were screened by title and abstract to exclude irrelevant literature. Duplicate articles were also removed at this stage.
3. **Eligibility:** Articles that passed the screening stage were examined for full text to ensure that the content was relevant to the study objectives and met the inclusion criteria.
4. **Inclusion:** Articles that met the eligibility criteria were then included in the final analysis. The number of articles included in the analysis was documented, along with the reasons for exclusion of ineligible articles.

The PRISMA flowchart will be used to visually depict this entire process, including the number of articles identified, screened, and finally analyzed.

### **Data Analysis Technique**

The data was analyzed qualitatively to identify key themes related to the candidate experience in digital-based green recruitment. The analysis process involved the following steps:

1. **Identification of Key Themes:** The selected literature was analyzed to identify key themes, such as candidate perceptions of virtual interviews, experiences with digital technologies such as applicant tracking systems (ATS), and obstacles faced in paperless recruitment.
2. **Manual Coding:** Data from the selected articles was manually coded to evaluate the comparison between green digital recruitment and conventional recruitment methods. The main focus was on candidate perceptions, challenges faced, and implications for organizational sustainability.
3. **Data Categorization:** The coded data was categorized based on key themes, such as factors that influence candidate experience and differences between digital and conventional processes.

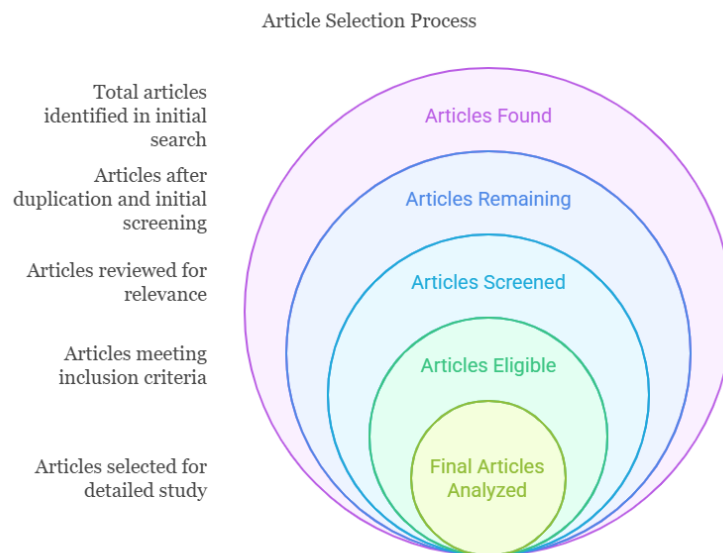
4. **Interpretation and Integration of Findings:** Findings from the various articles were integrated to provide greater insight into candidates' experiences of digitally-driven green recruitment, including potential benefits, challenges, and recommendations for future development.

This analytical approach ensures that the data from the selected literature is analyzed in depth and comprehensively, so that it can contribute significantly to the understanding of digital-based green recruitment.

## Results and Discussion

### 1. Key Dimensions of GCG in Sharia Companies

The PRISMA flowchart was used to visualize the article screening and selection process in this study. This process consists of four main stages, namely identification, screening, eligibility, and inclusion. The following PRISMA diagram illustrates the process:



In the context of Shariah-based companies, Good Corporate Governance (GCG) has unique dimensions that distinguish it from conventional corporate governance. These dimensions are based on Islamic principles that emphasize fairness, transparency and responsibility. Based on literature analysis, the three main dimensions that form the basis for GCG implementation in Islamic companies are the role of the Sharia Supervisory Board (DPS), Islamic financial transparency and reporting, and board independence and compliance with sharia law.

From a total of 200 articles found in the initial search on Scopus and Web of Science, 40 duplicate articles were removed. After the screening stage based on title and abstract, 110 articles were excluded because they were not relevant to the research objectives. At the eligibility stage, 20 articles were excluded after full-text examination, and only 30 articles met the criteria. From these 30 articles, 5 articles were selected for further analysis based on high relevance to candidate experience in digital-based green recruitment.

**Description of Selected Articles**

The following is a description table of the 5 articles selected for in-depth analysis:

Author	Year	Article Title	Variables Examined	Research Methods	Key Findings
Ahmad, S.	2015	Green Human Resource Management: Policies and Practices	Green recruitment, efficiency, paperless	Literature study	Paperless digital recruitment reduces environmental impact, but is less personalized.
Sharma et al.	2022	Exploring Green Recruitment Practices in Indian Organizations	Digital platforms, green employer branding	Case study	Green technology improves the organization's sustainability image in the eyes of candidates.
Yusoff et al.	2021	The Role of Green HRM Practices in Enhancing Sustainability	Technology stability, candidate experience	Technology sector survey	Technical factors, such as internet stability, affect the candidate experience.
Tang et al.	2018	Green Recruitment: A Case Study of Digital Platforms	Internet connection, application system design	Case study	Technical constraints, such as poor internet connection, affected candidate perceptions.
Jain et al.	2020	Adoption of Digital Tools in Green Recruitment	Digital communication, virtual interview experience	Survey of IT companies	The lack of personalized communication in virtual interviews is a barrier for candidates.

**Analysis of Key Findings from Articles**

- Ahmad (2015)** Ahmad highlights how digital technologies, such as paperless systems and virtual interviews, provide efficiency in recruitment. While these technologies are considered environmentally friendly, some candidates perceive the lack of face-to-face interaction as a constraint that can affect the quality of their experience.
- Sharma et al. (2022)** Sharma's study is specific to organizations in India, showing that the implementation of green technology in recruitment has a positive impact on the image of the organization. Candidates see organizations that adopt green recruitment as environmentally responsible employers.
- Yusoff et al. (2021)** Yusoff focused on technical factors, such as internet stability and recruitment application design, which play an important role in shaping the candidate experience. Candidates prefer digital recruitment that provides flexibility and transparency in the process.
- Tang et al. (2018)** Tang explored technical challenges in the green recruitment process, including internet connection constraints and less intuitive digital interfaces. This highlights the importance of developing more user-friendly technologies.
- Jain et al. (2020)** Jain focused on the candidate experience during virtual interviews, with the key finding that communication in digital processes tends to be less personalized than conventional methods. Candidates felt that this approach was more appropriate for non-strategic positions.

From the PRISMA results and analysis of the 5 selected articles, it can be concluded that digital-based green recruitment provides many advantages in terms of efficiency, sustainability, and flexibility. However, technical constraints and lack of personal aspects in communication are the main challenges that organizations need to overcome.

## **Key Findings**

### **Candidate Experience in Green Digital Recruitment**

The results of the analysis show that candidates have diverse views on their experiences in the digital-based green recruitment process. In general, two main types of perceptions emerged, namely positive perceptions and negative perceptions.

#### **Positive Perception**

Most candidates stated that the **paperless** process adopted in green recruitment is considered efficient and environmentally friendly. Candidates felt that the elimination of physical documents not only made the application process easier, but also reflected the company's commitment to environmental sustainability (Ahmad, 2015; Sharma et al., 2022). Virtual interviews that allow candidates to participate without having to travel are also seen as an innovative move that saves time and money.

#### **Negative Perception**

However, there are some challenges identified from the candidate experience. Technical constraints, such as unstable internet connectivity issues, are one of the factors that hinder the smoothness of the digital recruitment process (Tang et al., 2018). In addition, candidates also revealed that the lack of personalization in digital communication, such as rigid virtual interviews, can reduce the quality of the relationship between candidates and recruiters (Jain et al., 2020). While digital-based green recruitment offers efficiency and sustainability, challenges such as technical constraints and less personalized communication need to be addressed to ensure a more positive candidate experience.

### **Factors Influencing Candidate Perception**

Based on the results of the literature analysis, there are several main factors that influence candidate perceptions of digital-based green recruitment:

#### **1. Quality of Communication During Virtual Interviews**

Candidates rate the quality of communication as one of the important elements in shaping their perception of the recruitment process. Good communication quality, such as clarity of information provided during the interview and courtesy of the recruiter, can improve the overall candidate experience (Yusoff et al., 2021). Conversely, a lack of meaningful interaction in virtual interviews can leave candidates feeling insufficiently valued.

#### **2. Appropriateness of Company and Candidate Sustainability Values**

Candidates tend to have more positive perceptions of companies that demonstrate congruence between their sustainability values and those of the company (Sharma et al., 2022). For example, companies that consistently adopt environmentally friendly practices, such as the use of green technology in recruitment, are perceived as more attractive to candidates who are concerned about sustainability issues.

Technical (e.g. quality of communication) and non-technical (alignment of sustainability values) factors together influence how candidates perceive the digital-based green recruitment process.

## Digital vs Conventional Comparison

This study also compared the candidate experience in the digital-based green recruitment process with conventional recruitment methods. The comparison showed the advantages and disadvantages of each approach.

### Digital Recruitment

A digital-based recruitment process has advantages in terms of **efficiency** and **flexibility**. Candidates can easily apply for jobs through digital platforms without having to visit the company's physical location. In addition, virtual interviews allow candidates to participate from anywhere, saving time and transportation costs (Ahmad, 2015; Tang et al., 2018). However, digital processes are often perceived as lacking a personalized experience. Candidates feel that virtual communication cannot fully replace the direct interaction that occurs in face-to-face interviews (Jain et al., 2020).

### Conventional Recruitment

Conventional recruitment methods are considered more personalized, as candidates have the opportunity to meet directly with recruiters and observe the company culture firsthand (Sharma et al., 2022). This approach is also considered more suitable for strategic positions that require in-depth discussions between candidates and recruiters. However, conventional processes require more time and resources. In addition, this method has a greater environmental impact than digital-based recruitment, such as the use of paper in application forms and physical travel for interviews (Yusoff et al., 2021).

Digital-based green recruitment excels in terms of efficiency, flexibility, and sustainability, while conventional recruitment remains relevant to provide a more personalized experience, especially for strategic positions. Organizations need to consider a combination of these two approaches to strike a balance between efficiency and a positive candidate experience.

## Discussion

### Interpretation of Findings

The results of this study show that digital technology in **green recruitment** has great potential to improve the overall candidate experience. The efficiencies offered by paperless processes and virtual interviews not only save time and resources, but also reflect companies' commitment to environmental sustainability (Ahmad, 2015; Sharma et al., 2022). Candidates generally welcome the adoption of digital technologies due to their flexibility, such as the ability to apply for jobs and take interviews from any location (Yusoff et al., 2021). In addition, companies using green technologies are also perceived to be more progressive and responsible towards environmental issues, which contributes to a positive image of the organization (Sharma et al., 2022).

However, the implementation of digital technology is not free from challenges, especially in the aspects of accessibility and communication. Technical constraints, such as unstable internet connections and user-unfriendly application interfaces, can significantly reduce the candidate experience (Tang et al., 2018). In addition, virtual interviews are often perceived as less personalized compared to face-to-face interviews, hindering the formation of deeper relationships between candidates and recruiters (Jain et al., 2020). This highlights the importance of developing digital tools that are not only efficient but also capable of creating a more personalized candidate experience.

This finding can be further analyzed in the context of Rogers' Diffusion of Innovation Theory (DOI) (2003), which states that the adoption of innovations, such as digital technologies, depends on factors such as complexity, compatibility, and relative advantage. In

this context, digital technologies that are simple, intuitive, and compatible with candidates' needs tend to be more accepted. When digital tools simplify the job application and interview process, it creates a relative advantage that accelerates the adoption of the technology by candidates and organizations.

In addition, these findings can also be analyzed through the Theory of Planned Behavior (TPB) developed by Ajzen (1991). TPB states that a person's behavior is influenced by their intentions, which in turn are influenced by attitudes, subjective norms, and perceived control. In the context of green recruitment, candidates' positive attitude towards corporate sustainability and belief that digital processes make things easier for them will increase their intention to participate in recruitment. However, if candidates feel that digital technologies are difficult to access or too complex, their perception of control will decrease, which may hinder participation.

Thus, while digital technology offers many advantages, companies need to overcome technical challenges and improve communication in digital processes to create an optimal candidate experience.

### **Practical Implications**

Based on the findings of this study, there are several practical recommendations for companies, especially in the technology sector, to improve the candidate experience in **digital-based green recruitment**:

#### **1. Digital Tool Optimization**

Companies need to develop and optimize digital tools, such as applicant tracking systems (ATS) and virtual interview platforms, to ensure a positive candidate experience. For example, virtual interview tools can be made more interactive with features such as job simulations or in-depth company introductions before the interview begins. In addition, the interface design of digital applications should be intuitive and easily accessible, so that candidates do not face technical obstacles that disrupt their process (Tang et al., 2018).

#### **2. Communication Quality Improvement**

Recruiters need to be trained to improve communication during virtual interviews. This includes the ability to provide clear information, respond efficiently to candidates' questions, and create a friendly and professional interview atmosphere (Jain et al., 2020). Thus, even though the interaction is virtual, candidates still feel valued and involved in the recruitment process.

#### **3. Integration of Sustainability Values in Digital Processes**

Companies should explicitly demonstrate their sustainability values in digital processes. For example, companies can promote the use of green technologies in their recruitment platforms and convey the positive impact of such a move on the environment. This not only enhances the company's image as a responsible employer, but also attracts candidates who are concerned about sustainability issues (Sharma et al., 2022).

#### **4. Training for Recruitment Team**

Recruitment teams need to be given specialized training to understand the importance of sustainability values in the digital process. This training can include aspects such as the use of green technology, effective communication strategies in virtual interviews, and how to convey the company's sustainability values to candidates. This way, the recruitment team can act as ambassadors that support the success of green recruitment.

#### **5. Monitoring and Evaluation of Candidate Experience**

Companies need to regularly monitor and evaluate the candidate experience in digital-based green recruitment. Candidate surveys after the recruitment process can provide important insights into areas that need improvement, such as technical difficulties or sub-optimal communication aspects. This data can be used to continuously improve the digital recruitment process.

### **Study Limitations**

This study has some limitations that are important to note. One of the main limitations is the limited literature data available in certain databases, namely Scopus and Web of Science. While these two databases are highly reputable sources of scientific literature, it is possible that relevant articles or studies outside of these two databases are not included. As a result, the results of the analysis may not fully reflect global findings related to digital-based green recruitment.

In addition, this study focuses only on candidates in the technology sector, which limits the generalizability of the findings. While the tech sector has a high rate of digital technology adoption, candidates' experiences in other sectors, such as manufacturing, education or healthcare, may differ significantly. For example, sectors with less developed digital infrastructure may face constraints not found in the technology sector. This suggests that the results of this study cannot be fully generalized to all industry sectors.

Another limitation is the lack of direct empirical data from candidate experiences. This research relies on secondary literature, which means that the data obtained comes from interpretations and results of previous research. Although the Systematic Literature Review (SLR) approach provides an in-depth and structured analysis, the results may underrepresent the actual situation experienced by candidates today.

### **Further Research Recommendations**

To overcome the limitations that have been mentioned, some recommendations for future research are as follows:

#### **1. Empirical Study on Candidate Experience in Other Sectors**

Future research could extend the scope to other industry sectors, such as manufacturing, healthcare or the public sector. Each sector has a different level of digital readiness, which is likely to affect the candidate experience in digital-based green recruitment. Empirical studies involving direct interviews or surveys with candidates across different sectors can provide more comprehensive insights into how digital technology is applied in green recruitment and how it affects candidate experience.

#### **2. Quantitative Research to Measure Candidate Satisfaction Levels**

A quantitative study can be conducted to measure the level of candidate satisfaction with the digital-based green recruitment process. Using Likert scales or structured surveys, this research can evaluate specific factors that influence satisfaction, such as the ease of use of the technology, the stability of the internet connection, or the quality of communication during virtual interviews. Such research can also help identify the relationship between candidates' satisfaction levels and their intention to accept job offers from organizations that implement green recruitment.

#### **3. Comparative Analysis across Sectors and Geographic Regions**

Future studies could conduct comparative analysis across sectors or geographies. This aims to understand differences in candidate experience, technological constraints, or adoption rates of digitally-driven green recruitment across countries or regions. Differences in culture, regulation, and level of digital infrastructure are likely to influence how candidates experience the green recruitment process.

#### **4. Exploring New Technologies for Green Recruitment**

Future research could explore the impact of new technologies, such as the use of Artificial Intelligence (AI) and machine learning, in green digital recruitment processes. These technologies have the potential to improve recruitment efficiency while providing a more personalized experience for candidates. Research on how AI can be used to predict a candidate's fit with an organization's sustainability values could also be an interesting area of exploration.

#### **5. Longitudinal Study on the Long-term Impact of Green Recruitment**

Longitudinal studies can be conducted to evaluate the long-term impact of digital-based green recruitment, both on employee performance and organizational sustainability. These studies can measure whether a candidate's positive experience during green recruitment impacts their loyalty to the company, engagement levels, or retention in the long run.

The limitations of this study provide a great opportunity for further exploration in understanding digital-based green recruitment. More in-depth empirical and quantitative studies across different sectors and geographical areas could provide broader and more diverse insights, thereby strengthening the theoretical and practical foundations in this area.

### **Conclusion**

This research highlights the great potential of digitally-driven green recruitment in supporting the sustainability and efficiency of the recruitment process. Digital technologies, such as paperless systems and virtual interviews, enable companies to significantly reduce their environmental impact while increasing operational flexibility and efficiency. These practices not only reflect an organization's commitment to sustainability values, but also contribute to the company's image as an environmentally responsible employer.

However, the findings of this study also show that candidate experience is a key element that must be considered in digital-based green recruitment processes. Candidates' perceptions of green digital technologies are strongly influenced by factors such as the quality of communication, the stability of the technology, and the fit between the sustainability values of the company and the candidate. A positive candidate experience can increase a company's chances of attracting and retaining top talent, while a negative experience, such as technical difficulties or impersonal communication, can be a barrier to successful recruitment.

As a key contribution, this research provides guidance for organizations looking to optimize their digital-based green recruitment strategies. Organizations are advised to develop intuitive digital tools, improve the quality of communication in virtual interviews, and explicitly integrate sustainability values in their recruitment processes. In addition, companies also need to conduct training for recruitment teams to ensure that digital processes are not only efficient, but also create meaningful experiences for candidates.

On the other hand, this study has some limitations, including limited coverage of literature on the technology sector and reliance on secondary data. Therefore, future research is expected to expand the focus to other sectors, involve empirical data, and explore new technologies such as Artificial Intelligence (AI) and machine learning in green recruitment. With a broader and deeper approach, the understanding of digital-based green recruitment can be strengthened, thus making a more significant impact on recruitment practices and global sustainability.

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