



# Green Human Resources Management towards Job Pursuit Intention Generation Z: The Mediating Role of Organizational Attractiveness

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## ABSTRACT

Green Human Resources Management (GHRM) refers to using every employee's potential to promote sustainable practices and increasing employee awareness and commitment to environmental issues in a sustainable manner. This is to the Triple Bottom Line (TBL) theory, where companies must pay attention to the 3Ps: profit, people, and the planet to maintain survival. In addition, this is also based on the theory of social identity, where potential applicants prefer companies that practice GHRM because they are involved in socially responsible activities. This study aims to determine (1) the direct effect of GHRM on job pursuit intention, (2) the direct effect of GHRM on organizational attractiveness, (3) the direct effect of organizational attractiveness on job pursuit intention, and (4) the effect of GHRM on job pursuit intention with the mediation of organizational attractiveness. The sample of this study was active students of the Management Study Program, Faculty of Economics, Sanata Dharma University Yogyakarta, class of 2020-2021, who were interested in finding work as Generation Z, totalling 80 students. The data collection technique used was an online questionnaire via Google Forms. The data analysis technique used is Partial Least Square with the SmartPLS version 4 application. The results of the study show that (1) GHRM directly influences job pursuit intention; (2) GHRM directly influences organizational attractiveness; (3) organizational attractiveness directly influences job pursuit intention; (4) GHRM influences job pursuit intention with organizational attractiveness mediation. The results of this study imply that the GHRM concept can be implemented in HRM management practices in companies so that greater efficiency, lower costs, and better employee involvement can be obtained, and employees can be retained.

**Keywords:** *Green Human Resources Management, Job Pursuit Intention, Organizational Attractiveness, Generation Z*

## 1. INTRODUCTION

Generation Z is a transitional generation from Generation Y or millennials, born in mid-1997 to 2021, tend to be more pragmatic about life in general and have a survival character. Based on statistical data from the 2020 population census from the Central Statistics Agency, Generation Z has a population of around 74.93 million people or 27.94%. Based on Robert Half's research results, 83% of senior managers consisting of 2,800 companies included in the study tend to employ fresh graduates who are part of Generation Z [1]. Generation Z was raised in the modern era, where all information and social problems are easily found through technology. So, they are more interested in social and environmental issues and look for opportunities to contribute.

Generation Z, as job seekers, are not only interested in companies based on salary, benefits, working hours, and location but also symbolic things such as competence, prestige, sincerity, and company image. As job seekers, Generation Z want to work in companies with good competency standards. In contrast, Generation Z is more interested in companies that prioritize and are aware of social responsibility, sustainability, and ethical practices in work-life

balance. Generation Z can play a role in supporting the implementation of Green Human Resources Management (GHRM), one of which is by promoting environmentally responsible business practices and products. Several strategies can be implemented to align GHRM practices with Generation Z values, including (a) commitment to poverty, where Generation Z is concerned about environmental and social issues and expects the same from companies so that GHRM practices can accommodate companies. To show commitment to the business; (b) transparency and integrity, where Generation Z values transparency and integrity in work so that GHRM practices can accommodate companies to act with integrity in all their business activities; (c) an inclusive work environment, where generation Z values an inclusive and flexible work environment so that GHRM practices can accommodate companies to create a work environment that is open, supportive and respects diversity; and (d) relevant training and development, where generation Z appreciates opportunities to learn and develop so that GHRM practices can accommodate companies to facilitate training and development that is relevant to the interests and needs of generation Z [2].

GRHRM is a policy in HRM with a mechanism to promote the use of sustainable resources in the organization and the importance of involvement in environmental sustainability. For organizations that adhere to the principle of ecological sustainability, harmony with the people in the organization must be maintained. Therefore, human resources are essential in achieving a company's success towards the go green principle. Thus, the HRM function aligns company policies with environmental sustainability programs and encourages sustainability practices to be embedded and become a culture within the company [2]. This practice will also provide high productivity, reduce costs, and allow the company to operate sustainably and create and maintain a work atmosphere that provides satisfaction for dedicated employees [3]. According to [4], the implementation of GHRM is by the Triple Bottom Line (TBL) theory, where companies, if they want to maintain their survival, must pay attention to 3Ps, namely profit (pursuing profit), people (the company is involved in fulfilling community welfare), and planet (actively contributing to maintaining environmental sustainability). In addition, this is also in line with social identity theory, which states that potential applicants prefer companies that practice GHRM because they engage in socially responsible activities [5].

GHRM encourages Generation Z to do good things for the environment. This can be an organizational attraction that attracts job seekers and influences how they look for jobs. Therefore, GHRM can be influenced by several factors, including organizational attractiveness and job pursuit intention [6][7][8].

Job pursuit intention describes the intention of job seekers in applying for a job at a company [6]. As job seekers, Generation Z will use organizational cues and information to assess their work environment when looking for a job and do not know much about potential employers. Implementing GHRM can influence prospective employees' decision to work at a company by signalling the organization's concern for stakeholders, including the environment [7]. If the company values secondary stakeholders such as the environment, prospective employees will believe the organization will treat employees well. Implementing GHRM can describe the organization's feelings towards the environment and its standards and will help improve its reputation as a good corporate citizen. This increase in reputation due to the company implementing GHRM can affect job pursuit intention with potential candidates [7]. The high level of company awareness of environmental sustainability issues shows that the company has demonstrated organizational prestige, which causes workers' work intentions to increase. The more positive the attributes owned by the company, the higher the level of workers' intention to apply at the company [9]. The company's commitment to implementing environmentally friendly practices towards employee job pursuit intention can function as a source of employer branding [9]. This is in line with the TBL theory, where organizations support environmental sustainability in achieving business strategies to achieve organizational sustainability through the implementation of GHRM so that they can attract potential candidates to work for the company. In addition, this is also in line with the theory of social identity, where Generation Z, as job seekers, prefers to work for organizations that implement GHRM with their social identity. Dutta's research [7][10] shows that GHRM positively affects job pursuit intention. This differs from the study of [11], which indicates that GHRM does not affect job pursuit intention.

Efforts to implement GHRM can have a very positive impact on the company and its employees. Environmentally friendly practices within the company are the right solution to attract Generation Z job seekers. This is because Generation Z has general characteristics such as valuing work-life balance and having a level of sensitivity to environmental conservation. According to [6], Generation Z job seekers tend to be highly interested in working with companies that adopt environmentally friendly practices. Organizations that implement GHRM practices will be seen as responsible organizations and provide opportunities for prospective employees so that they can be an attraction for organizations to get potential candidates to work at the company [3]. Therefore, passive organizational attractiveness can be defined as individuals' affective thoughts and attitudes regarding a particular company as a potential workplace [6].

Based on the phenomenon and research gap, the researcher is interested in examining the effect of GHRM implementation on job pursuit intention in Generation Z with organizational attractiveness mediation. The novelty of this study lies in investigating the impact of GHRM practices as a tangible manifestation of the company's responsibility and efforts to positively contribute to sustainable development and provide organizational attractiveness so that Generation Z intends to apply for jobs in companies that implement environmental concerns.

## **1.1. Literature Review**

### *1.1.1. Job Pursuit Intention*

According to [9], intention is an action carried out deliberately, not without purpose. An applicant's intention to pursue a job includes attitudes such as sending an application, participating in an interview and deciding whether or not to accept a job offer [7]. According to [7], individuals choose available options through a kaleidoscope lens to determine the suitability between job demands, constraints, opportunities, and personal relationships and interests. According to [9], the intention to apply for a job is assessed through 5 (five) things, namely acceptance of a job offer, placement of the company as the first choice, interview session, trying to join and feeling interested in the company. In the context of this research, organizations that are committed to environmental sustainability by implementing GHRM practices can attract the best talent by increasing their intention to pursue employment in the organization.

### *1.1.2. Green Human Resources Management*

Green Human Resources Management (GHRM) encourages people to take actions that positively impact the environment. GRHM combines HR management activities to promote sustainable use of resources and minimize negative impacts on business operations due to environmental issues [12]. Apart from that, the focus of GHRM is also on changing from ordinary employees to employees who are sensitive to greening with an orientation towards achieving environmentally friendly organizational goals by contributing to environmental conservation efforts. According to [13] GHRM itself is a system in workforce management that is practised to reduce negative impacts that occur in the environment or to increase the positive effects that exist in the environment on company performance in a sustainable manner. GHRM is known as an effort to meet the need for balance between companies in creating and preserving the natural environment, which will also impact future success [14].

### *1.1.3. Organizational Attractiveness*

According to [6], when a prospective employee is interested in an organization as a preferred place to work, has a positive desire to develop relationships and has high job pursuit intentions, this is considered organizational attractiveness. Organizational attractiveness is crucial for organizations. Organizational attractiveness is very influential in the job search period. Factors that influence the decision of prospective job applicants to apply to a company or organization. One is how willing and willing an individual is to use and work at a particular organization or company. The desire and willingness of this individual to work in a specific organization is called organizational attractiveness [15].

### *1.1.4. Generation Z*

A generation is a group of people with the same age, year of birth, location, and similar experiences and influence growth. [16]. Generation z is those born between 1998 and 2009 after the millennial generation or Generation Y [17]. Generation Z is often referred to as the Generation or Net Generation because this Generation was born and developed in a modern era of technology. This Generation grew up with the development of technology, the internet and social media. Therefore, they are nicknamed the Internet generation [16]. Generation Z has the characteristics of relying heavily on social media and mastering technology more; they also tend to prefer working individually and experience demotivation more easily [1]. The growth of this generation amidst existing developments has made them also grow together with environmental issues. This generation has general characteristics that lead to respect for work-life balance and a level of sensitivity to environmental conservation. According to [6], Generation Z job seekers tend to be highly interested in working in companies that adhere to environmentally friendly practices.

## **1.2. Hypothesis**

### *1.2.1. The Influence of Green Human Resources Management on Job Pursuit Intention*

Research by [6] found that environmentally friendly recruitment positively relates to job search intentions. The effectiveness of sustainable training strategies, participation in environmentally friendly projects, and the implementation of ecologically friendly wages and rewards indicate how well GHRM can attract potential candidates. Research conducted by [6] regarding the impact of environmentally friendly GHRM and the Job Search Intention (JPI) of students in Malaysia shows that there is a positive influence between environmentally friendly recruitment and the tendency to look for work. According to [18], prospective job applicants pay attention to companies' environmental

performance regarding GHRM and tend to apply for jobs in companies that practice sustainability. Therefore, HR must adopt environmentally friendly strategies, such as environmentally friendly branding and marketing, to attract and recruit individuals with aligned values.

According to [10], environmentally friendly recruitment and selection procedures can easily attract potential candidates to an organization. According to [11], as part of GHRM activities, environmentally friendly relationships between employees are strongly related to intentions to seek employment opportunities. Several studies have found a positive relationship between GHRM and intention to look for work in students' Job Pursuit Intention [3][9]. This is in line with the TBL theory, where organizations support environmental sustainability in achieving business strategies to achieve organizational sustainability through the implementation of GHRM so that they can attract potential candidates to work in the company. In addition, this is also in line with the theory of social identity, where Generation Z, as job seekers, prefer to work for organizations that implement GHRM with their social identity. Therefore, the resulting hypothesis is as follows:

$H_{a1(a)}$  = Green Human Resource Management has a positive effect on Job Pursuit Intention

### *1.2.2. The influence of Green Human Resources Management on Organizational Attractiveness*

Potential applicants may view Organizations that implement GHRM positively because they are considered socially responsible towards the environment [19]. The environmental responsibility reputation of a reputable organization tends to increase individuals' self-esteem, thereby making them more attracted to the organization. In addition, expanding the company's reputation will likely increase organizational attractiveness because prospective employees want to be part of the organization to improve their self-esteem. Thus, the company's commitment to environmental preservation attracts the company. Research by [6] shows that GHRM positively influences organizational attractiveness. This is in line with the TBL theory, where organizations support environmental sustainability in achieving business strategies to achieve organizational sustainability through the implementation of GHRM so that it can be an organizational attraction to attract potential candidates to work in the company. In addition, this is also in line with the theory of social identity, where implementing effective environmentally friendly practices can improve the organization's reputation among stakeholders, increasing organizational attractiveness. Therefore, the resulting hypothesis is as follows:

$H_{a2(b)}$  = Green Human Resource Management has a positive effect on Organizational Attractiveness

### *1.2.3. The Influence of Organizational Attractiveness on Job Pursuit Intention*

According to [3], organizations implementing GHRM are likely to be viewed positively by potential applicants because they can be considered socially responsible towards the environment. The influence of a reputable organization with a reputation for environmental responsibility tends to increase individuals' self-esteem, so they are more attracted to that organization. As an alternative, expanding the company's reputation will likely increase organizational attractiveness when prospective employees desire to become part of the organization to improve their self-esteem. So, if someone is interested in an organization, it is likely that he will also show a firm intention to work in that organization. Research conducted by [6] shows that organizational attractiveness positively influences job pursuit intention. For example, research by [20] found that messages conveyed by organizations regarding social and environmental responsibility positively impacted job pursuit intention through organizational attractiveness. So, the resulting hypothesis is as follows:

$H_{a3(c)}$  = Organizational attractiveness has a positive effect on Job Pursuit Intention

### *1.2.4. The Effect of Green Human Resources Management on Job Pursuit Intention by Mediating Organizational Attractiveness*

Organizational attractiveness is a person's affective thoughts, actions and attitudes about an organization as a prospective workplace. If someone is interested in an organization, they will likely have a firm intention to work there. Organizations that implement GHRM practices will be seen as responsible organizations and provide opportunities for prospective employees so that they can be an attraction for organizations to get potential candidates to work in the company [19]. Research conducted by [6] states that organizational attractiveness mediates the relationship between GHRM and job pursuit intention. Based on these arguments, the results of the hypothesis formulation are as follows:

$H_{a4(b-c)}$  = Green Human Resource Management has a positive effect on Job Pursuit Intention mediated by Organizational Attractiveness

The following conceptual framework of this research can be seen in Figure 1.

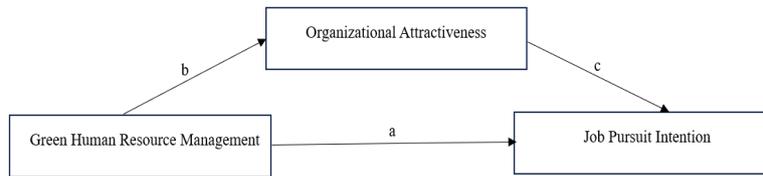


Figure 1. Research Conceptual Framework

## 2. METHOD

The type of research used by the author in this study is a quantitative approach that tests several hypotheses. The population of this study was students of the Management Study Program, Faculty of Economics, Sanata Dharma University, class of 2020, totalling 228 students and the class of 2021, totalling 222 students. The sample of this study was some students of the Management Study Program, Faculty of Economics, Sanata Dharma University, class of 2020 and 2021, who were interested in looking for work as many as 80 students. This research uses a sampling technique, purposive sampling, where the sample selection technique is based on criteria determined by the researcher [21]. The sampling criteria for this research were active students at Sanata Dharma University, Faculty of Economics, Department of Management, class 2020 to 2021, who intended to look for work.

The variables used in this study include the dependent variable, namely job pursuit intention with indicators including (a) prospective workers have an interest in companies that implement GHRM practices, (b) prospective workers seek job opportunities in companies that implement GHRM practices, and (c) prospective workers support environmentally friendly practices in the company [7]. The independent variable of this study is Green Human Resources Management, which includes indicators such as (a) the company has environmentally friendly goals, (b) it provides environmentally friendly training, and (c) environmentally friendly behaviour in the workplace [13]. The mediating variable of this study is organizational attractiveness, with indicators including (a) prospective workers who are interested in joining companies that implement GHRM practices and (b) the image of companies that implement GHRM practices [6]. The data collection technique used an online questionnaire distributed via Google Forms. The data analysis technique of this study used Structural Equation Modelling Partial Least Square (SEM PLS) with the SmartPLS 4 application. SEM PLS is a model that allows researchers to include variables that are measured indirectly. This PLS-SEM model has advantages compared to other multivariate statistical methods because of its ability to display a comprehensive model, confirm the dimensions of a concept or factor, and measure the influence of relationships that theoretically exist [21].

## 3. FINDING AND DISCUSSION

The characteristics of the respondents show that there are more female than male respondents. Meanwhile, based on age characteristics, it can be seen that the percentage aged 21-25 years dominates filling out the questionnaire at 76.3%. Filling out this questionnaire was dominated by the class of 2021 at 68.8% and the class of 2020 at 31.3%.

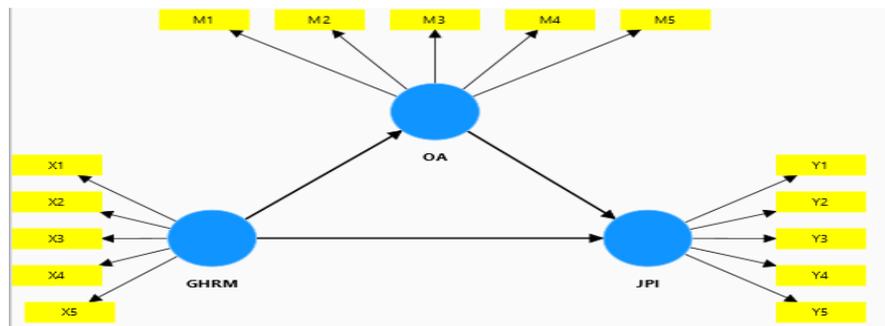


Figure 2. Research Results from SmartPLS

Source: Data processed with SmartPLS 4

Based on the data from stage 1 calculations, it can be concluded that there is one invalid item, namely M5. So, these items will be removed, and stage 2 validity testing will be carried out. The results of stage 2 testing show that all items with outer loading values are declared valid or above 0.6. Based on calculations, the data processing results show that the GHRM and Job Pursuit Intention (JPI) variables have good reliability; this is demonstrated by all variables above the threshold of 0.70, indicating high consistency and stability of the instrument.

Based on the results of data processing, it was found that all indicators had a higher correlation coefficient with their variables compared to the correlation coefficient between the indicators and other variables. Therefore, each indicator in one block forms a variable or construct in that column. According to [21], convergent validity is the extent to which a measure positively correlates with alternative measures of the same construct. Based on this, construct indicators are treated as an approach to measuring the same construct. Therefore, items that are indicators of a particular construct must be convergent or have a high proportion of other variances. Measuring the convergent validity of the construct by considering the outer loadings of the indicators and AVE. The value requirement for a construction to be considered reliable is above 0.708. Based on the data above, the AVE root value and construct correlation with other constructs are as follows:

- (a) Job Pursuit Intention (JPI): AVE root value is 0.765. JPI correlation value with other variables: 0.838 and 0.829
- (b) Organizational attractiveness: AVE root value is 0.740. Correlation value of organizational attractiveness with other variables: 0.810 and 0.829
- (c) GRHM: AVE Root value of 0.745. GRHM correlation value with other variables: 0.838 and 0.810

The R-square value of the JPI variable is 0.768. This means that the variability of the JPI constructs, which can be explained by the variability of GHRM and Organizational Attractiveness (AO), is 76.8%. In comparison, other variables outside those studied explain the remaining 23.2%. The R-squared value for the organizational attractiveness variable is 0.655, which means that GHRM and JPI can define the organizational attractiveness variable at 65.5%. Other variables outside the research can explain the remaining 34.5%.

**Table 1. Direct Effect Hypothesis Test Results**

	Hypothesis	SD Value Coefficient	T statistic	P value	information
H1	GHRM→JPI	0,482	4,220	0,000	Proven
H2	GHRM → OA	0,810	14,602	0,000	Proven
H3	OA → JPI	0,439	4,113	0,000	Proven

Source: Data processed with SmartPLS 4

Table 1 shows that GHRM has a positive effect on JPI where  $t \text{ count} > t \text{ table}$  ( $4.220 > 1.96$ ) or  $P \text{ values} < 0.05$  ( $0.000 < 0.05$ ) so that  $H_01$  is rejected and  $H_{a1}$  is accepted. Furthermore, Table 1 shows that GHRM has a positive effect on OA where the  $t \text{ table count}$  is ( $14.602 > 1.96$ ) or  $P \text{ values} < 0.05$  ( $0.000 < 0.05$ ), so that  $H_02$  is rejected and  $H_{a2}$  is accepted. Furthermore, Table 1 shows that OA affects JPI where the  $t \text{ table count}$  is ( $4.113 > 1.96$ ) or  $P \text{ values} < 0.05$  ( $0.000 < 0.050$ ) so that  $H_03$  is rejected and  $H_{a3}$  is accepted. Table 2 shows that GHRM positively affects JPI mediated by OA.

**Table 2. Indirect Effect Test Results**

	Original sampel (O)	Sample mean (M)	Stabdart Deviation (StdEv)	T Statistik	P Value
GHRM→ OA → JPI	0,355	0,360	0,085	4,197	0,000

Source: Data processed with SmartPLS 4

Based on Table 1, GHRM positively affects Job Pursuit Intention. This means that by implementing a GHRM system in a company, it will be able to attract the interest of job seekers, especially Generation Z. This is in line with research by [18] which shows that prospective job applicants pay attention to the company's environmental performance regarding green human resources management and tend to apply for jobs, in companies that practice sustainability systems. This is in line with the TBL theory, where organizations support environmental sustainability in achieving business strategies to achieve organizational sustainability through the implementation of GHRM so that they can attract

potential candidates to work in the company. In addition, this is also in line with the theory of social identity, where Generation Z, as job seekers, prefer to work for organizations that implement GHRM with their social identity. The results of this research support research conducted by [9] which states that GHRM positively affects job pursuit intention.

This is in line with the TBL theory, where organizations support environmental sustainability in achieving business strategies to achieve organizational sustainability through the implementation of GHRM so that it can be an organizational attraction to attract potential candidates to work in the company. In addition, this is also in line with the theory of social identity, which states that implementing effective environmentally friendly practices can improve the organization's reputation among stakeholders, thereby increasing organizational attractiveness. The results of this study support the research conducted by [6][22] which states that GHRM has a positive effect on organizational attractiveness.

Table 1 shows that organizational attractiveness positively affects job pursuit intention. This means that increasing organizational attractiveness will increase Job Pursuit Intention. This is in line with the research results by [20] which show that messages conveyed by organizations regarding social and environmental responsibility positively impact job pursuit intention through organizational attractiveness. The results of this study support research conducted by [6] which shows that organizational attractiveness has a positive effect on job pursuit intention.

Table 2 shows that GHRM positively affects job pursuit intention mediated by organization attractiveness. This means that establishing a GHRM system in a company will help attract job seekers through organizational attractiveness. Organizations that implement GHRM practices will be seen as responsible organizations and provide opportunities for prospective employees so that they can be an attraction for organizations to get potential candidates to work at the company [19]. The results of this study support research conducted by [6], which states that organizational attractiveness mediates the effect of GHRM on job pursuit intention.

#### 4. CONCLUSION

The results of this research show that: (1) GHRM has a positive effect on job pursuit intention, which means that by implementing the GHRM system in a company, it will be able to attract the interest of job seekers, especially Generation Z; (2) GHRM has a positive effect on organizational attractiveness, which means that by implementing the GHRM system in a company it will have an effect on organizational attractiveness; (3) organizational attractiveness has a positive effect on job pursuit intention, which means that increasing organizational attractiveness will increase job pursuit intention; and (4) GHRM influences job pursuit intention by mediating organizational attractiveness, which means that by establishing a GHRM system in a company, it will be able to attract the interest of job seekers through organizational attractiveness.

Researcher suggestions (1) for Generation Z are advised to seek information about companies that implement environmentally friendly principles and are actively involved in environmental initiatives in the workplace. This participation will positively impact the environment and increase loyalty and job satisfaction; (2) for further researchers based on the R-Square value of 76.8%, which means other variables influence the independent and dependent variables in this research. Therefore, future researchers who will research and continue this research can add several other variables, such as corporate governance, environmentally friendly recruitment, and the impact of GHRM practices in different cultural contexts, so they can generalize the research findings more widely.

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