



Research article

Impact of Green Human Resource Management Practices on Job Pursuing Intention: Moderating Role of Environmental Consciousness

Kajol Karmoker¹, Brito Roy², Ripon Kumar Paul³ and Md. Mourtouza Ahamed^{4*}¹³Human Resource Management Discipline, Khulna University, Bangladesh.²Independent Researcher, Human Resource Management Discipline, Khulna University, Bangladesh.⁴Business Administration Discipline, Khulna University, Bangladesh.

ABSTRACT

In a world of rising environmental concerns, organizations have embraced greener and more ethical grounds like green human resource management (GHRM). The prime purpose of this study is to test the relationship between GHRM practices, including green recruitment and selection process (GRSP), green training and development opportunities (GTDO), and green performance management and reward (GPMR), attitude toward prospective employers in Bangladesh. The study also investigates the moderation effect of environmental consciousness (EC) on the relationship between GHRM activities and job-pursuing intention (JPI). The study comprised 227 graduate students from different universities in Bangladesh. PLS-SEM was used to assess the data from self-administered surveys. It appears from this study that there is a strong link between JPI and both GTDO and GPMR. GRSP nevertheless demonstrated an effect on JPI that was not evident. In addition, the moderation role of EC between GHRM practices and JPI was also found. This investigation will help policymakers hold them accountable and help top management realize how GHRM practices can help attract potential employees. As far as we know, this work is the first to investigate the support for moderating the role of Environmental Consciousness in a Developing country like Bangladesh on the association between GHRM practices and Job Pursuing intention. These research findings further the earlier literature and shed light on how much gravity should be given to GHRM practices in attracting highly skilled job seekers. It also shows how each dimension of GHRM practices enhances their proclivity to seek employment opportunities.

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Introduction

Green Human Resource Management (GHRM) has gained great attention in recent years, with companies implementing environment-friendly procedures throughout their HR practices such as recruitment, training, and performance management (Renwick et al., 2013). As companies around the world evolve to become more sustainable, the preferences of job seekers are also evolving, increasingly favouring businesses that demonstrate a commitment to environmental sustainability (Pham et al., 2019). While the impact of GHRM on employee engagement and performance has been explored in the existing literature, the effect of GHRM on job-seeking intention has largely been overlooked, especially in the context of emerging economies like Bangladesh. Understanding the impact of GHRM practices on job-

seeking behaviour may prove crucial for the employment strategies of organizations that ascribe to sustainability. Despite the growing body of research on GHRM, many gaps still exist. Primarily, previous literature has mainly focused on green HRM behaviour and retention in the post-employment phase, but less attention has been paid to employees' job-seeking intentions in terms of the pre-employment phase (Zibarras & Coan, 2015). Second, although, environmental awareness is recognized as a main factor influencing consumer and employee behaviour (Kim et al., 2017), its moderating role in the link between GHRM and job-seeking intents has not been investigated sufficiently yet. Thus, the majority of literature in this context would be primarily focused on developed economies where sustainability is more embedded, leading to little to no empirical evidence from developing economies such as Bangladesh, where

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financial constraints and high levels of unemployment may limit job seekers' inclination towards green HRM practices (Shahzad et al., 2023). Addressing these gaps will help determine whether GHRM serves as a competitive advantage in emerging job markets.

This study aims to explore GHRM practices followed by Bangladeshi graduate students who seek jobs, moderated by environmental consciousness. Bangladesh, being a developing country, has high rates of unemployment, which often limits graduates' ability to choose jobs according to their preferences (Guerici et al., 2016). Thus, when grappling with potential employment, it is vital to explore the impact of sustainability-oriented HRM practices on job-seeking behaviour in a highly constrained job market. Workplace behaviour predictions come from employment-seeking intentions. Exploring intention instead of realized decisions highlights how green HRM might attract talent in transitional economies. This study investigated the relationship to understand whether GHRM can be considered a competitive advantage for firms in emerging economies or whether economic factors override sustainability issues.

As a result, university graduates are chosen as respondents since they represent the future workforce and, because of exposure through academic studies and social influence, they are increasingly aware of environmental challenges (Bangwal & Tiwari, 2015). While there is a lack of job opportunities in Bangladesh, young job seekers still have career goals and preferences that shape their employment decisions. This study investigates job-seeking intentions, which better reflect the hidden motive of wanting a sustainable workplace in future recruiting trends and may drive future changes in HRM practices and corporate brand positioning efforts.

Thus, this study adds to the existing literature by investigating an under-researched area—the effect of GHRM on job-seeking intentions in a developing economy. While much of the research on corporate social responsibility has focused on engaging and retaining employees, this study takes place before employment with a focus on how companies can attract environmentally conscious young people. In addition, by examining environmental awareness as a moderating variable, the study deepens understanding of individual differences in job-seeking behaviour. The findings will provide critical guidance for HR professionals, policy-makers, and corporate leaders in creating sustainable hiring strategies that align with the desires of young talent. The current study fills the research gap and examines the interrelationship of GHRM with their job-seeking goals and environmental awareness in the unique job market of Bangladesh.

Review of Literature

Green Human Resource Management

The global talent market is fiercely competitive, and businesses attempt to incorporate environmental concerns into their strategies (Wu & Kao, 2022). Integrating environmental concerns with strategies for managing human resources is called "GHRM" (Molina-Azorin et al., 2021). "Green human resource management" was initially presented by Wehrmeyer (1996) to help organizations align their HR policies and practices with their

environmental sustainability goals. Since then, several scholars have defined GHRM in various ways. However, the basic assumption is that environmental and human resource management strategies help organizations achieve environmental sustainability (Malik et al., 2021; Amjad et al., 2021).

According to Benevene and Buonomo (2020), GHRM supports organizations in shaping their policies, practices, and systems to develop environmentally aware employees committed to sustainable practices. Since employees are an active part of production, this concept emphasizes the role of human resources in encouraging environmental concerns among them (Sabokro et al., 2021). By motivating employees to engage in sustainable environmental initiatives, organizations can achieve several benefits, such as higher efficiency, lower costs, attracting talented employees, and increasing employee engagement and retention (Suharti & Sugiarto, 2020). To further lessen an organization's carbon footprint, GHRM encourages the use of telecommuting, internet-based interviews, recycling and reusing materials, telecommuting, online training, electronic paperwork, and an energy-saving workplace, among other practices (Davidavičienė, 2023).

In conclusion, GHRM is the implementation of HRM practices in an environmentally friendly way that generates higher employee efficiency, satisfaction, minimum wastage, better work-life balance, higher employee engagement retention, reducing employees' carbon footprint, and ensuring environmental sustainability. Businesses that adopt GHRM practices are better positioned to succeed in today's competitive landscape.

GHRM Practices and Job Pursuing Intention

GHRM refers to incorporating environmental management strategies into HR tasks like hiring, performance reviews, pay, and benefits (Benevene & Buonomo, 2020). Adopting the GHRM framework facilitates businesses to operate ecologically friendly, integrating green concerns into their vision and mission statement (Viterouli et al., 2023). Companies implementing GHRM practices reduce waste and recycle and reuse materials to maximize the long-term use of natural resources (Amjad et al., 2021). Veerasamy et al. (2024) stated that GHRM includes green hiring practices, staff training and development initiatives, management of performance, and incentive programs. One specific GHRM practice is green recruitment, which reduces environmental impact while hiring employees through online recruitment systems instead of traditional methods such as posturing (Paille et al., 2020; Amrutha & Geetha, 2020). This method involves conducting different exams, such as MCQ, written tests, and viva voce online, which reduces resource usage, such as the cost of traveling, paper, and other materials. Jamil et al. (2023) have reported that this approach helps organizations recruit employees without damaging the environment.

Green training and development are another essential part of GHRM. An important part is ensuring employees know how to be eco-conscious and recycle and repurpose items wherever possible (Babu et al., 2024). Furthermore, green performance management and rewarding practices involve considering employees' actions toward the

environment and rewarding or punishing them accordingly (Odhiambo et al., 2023). Cao et al. (2024) investigated that a new labour force is gradually becoming environmentally concerned and keeps a positive outlook toward eco-friendly organizations. Thus, an organization's environmental performance significantly impacts employee attractiveness (Peng et al., 2020).

Additionally, young people looking for jobs are more likely to choose a company with good environmental performance, according to research by Bustamante et al. (2021). Companies with transparent policies and procedures for sustainability, environmental protection, and solid environmental performance are attractive to job seekers (Nguyen Ngoc et al., 2022). According to studies conducted by Ercantan and Eyupoglu (2022), a company with GHRM policies and better environmental performance is seen by prospective employees who rate it as the best workplace and are more likely to be promoted.

Green Recruitment and Selection Practices and Job Pursuing Intention.

HR activities like recruitment and selection enable organizations to attract and select qualified candidates for job openings (Abbas et al., 2021). Recruitment can be conducted online and offline (Fernandes and Machado, 2022). The online recruitment system offers numerous advantages to organizations, including reducing the use of resources, shrinking their carbon footprint, and enhancing their environmental performance (Agbelusi et al., 2024). Incorporating green information, such as the company's website promoting green workplace policies and practices, can significantly influence the attraction of potential job seekers (Muisyo et al., 2022). Furthermore, a company's website reflects its employer value and excellence, which potential job seekers compare with other organizations during their job search (Theurer et al., 2022). According to Depaoli and Scornavacca (2020), the company's website is the leading way to introduce potential employees to the organization. This initial impression substantially impacts their decision to accept employment there.

The attraction-selection-attrition theory-based person-organization fit argument (Schneider, 1987) supports the claim with crucial information. This theory states that humans gravitate toward companies that satisfy their requirements and have comparable qualities (Kristof, 1996). People whose beliefs and priorities mesh well with the company's culture will naturally gravitate toward working there because of the strong person-organization fit. Similarly, businesses that prioritize the environment and demonstrate this in their human resource management (GHRM) procedures are more likely to attract candidates who share these values.

Research has shown that job seekers consider an employer's hiring procedures when searching for a new job (Wanberg et al., 2020; Varshavskaya & Podverbnykh, 2020; Murray et al., 2022). Hence, it is reasonable to assume that sustainability may impact a company's capacity to attract and retain outstanding people, as measured by its green hiring practices and the amount of green content it features on its website. So, we propose that.

H1: Green Recruitment and Selection Practices positively influence job-pursuing intention.

Green Training and Development opportunities and job pursuing intention

The concept of GT&D has emerged as an essential component of GHRM practices in modern businesses. This innovative concept has been derived from the broader "Green" framework. It represents a departure from conventional training and development systems that traditionally focus on waste management, recycling, safety, and the intelligent use of organic resources. Green training and development, as described by Malik et al. (2021), refers to the efforts made by businesses to enhance their environmental performance by raising their workforce's recognition of environmental issues and encouraging sustainable work practices.

Additionally, GTD helps organizations raise employees' understanding of environmental preservation and develop green practices for future competitive benefits (Suharti & Sugiarto, 2020). In addition, Napathorn (2022) has asserted that GTD is crucial for firms to attain their target of cultivating environmentally conscious personnel, hence facilitating the accomplishment of both long-term and short-term goals. Prior studies suggest that individuals seeking employment possess a high level of knowledge regarding potential employers' training and development choices. They also dedicate substantial effort to investigating these chances (Jo et al., 2024). In addition, Egerova et al. (2021) research showed that jobseekers prefer firms with professional growth chances.

According to signalling theory (Rynes, 1991), job search data about the organization by individuals becomes representative of more general organizational traits. As a result, people may conclude the hiring organization using the informational cues gathered during their recruitment encounters with the company. Similarly, it may be argued that companies that present GTD facilities are more apt to let potential employees to the company's unidentified qualities and traits. They may see such aggressive environmental organizations favourably as decent corporate citizens. Candidates may feel a company will treat its employees properly if it cares about the environment. To sum up, GHRM will likely boost the company's reputation outside the company by sending a message about its culture. We propose the following hypothesis based on the above arguments.

H2: Green training and development opportunities positively influence job-pursuing intention.

Green Performance management and rewarding and job pursuing intention

GPMR encourages employees to meet environmental goals, helping the company meet its environmental goals (Machado, 2024). Malik et al. (2021) found that green performance management raises employee awareness and skills to support the company in meeting its environmental goals. Employees who know they will be rewarded for meeting environmental goals are likelier to improve the environment (Rubel, 2021). Amjad et al. (2021) suggested green performance management and rewards to encourage environmental action. Awewomom et al. (2024) demonstrated that green incentives promote long-term sustainability by preventing pollution, reducing wastage, and paying incentives for toxic reduction. It motivates employees to work green, represents the company's green

values, and attracts potential candidates (Al-Ghazali and Afsar, 2021). Companies that care about their workers' environmental impact provide them with opportunities to help others (Raza et al., 2021). This opportunity may also attract workers (Serafeim, 2020).

The social identity theory states that people's self-concept and group membership are related (Tajfel & Turner, 1986). People commonly make an effort to join elite groups to boost self-esteem. According to social identity theory, an organization's increased prestige may persuade prospective employees to join to improve their self-esteem and, consequently, their self-concept. Suppose organizations give rewards or recognition to employees for their extraordinary environmental performance. As per social identity theory, it will encourage them to join the group or organization for their chance of being more valued. As a result, candidates' opinions of the organization impact how they identify with it, and a more robust organizational identification may help make an organization more attractive to potential employees. As a result, a more powerful JPI might develop (Younis & Hammad, 2021). This discussion leads to the following hypothesis.

H3: Green Performance management and rewards positively influence job-pursuing intention.

Moderating the role of job seekers' Environmental consciousness

As nations face various environmental challenges, the importance of environmental consciousness in promoting sustainability becomes clear. According to research, individuals cognizant of environmental issues are more inclined to engage in eco-friendly practices (Abid et al., 2022; Raza & Khan, 2022). Understanding environmental problems and solutions increases concern and action (Bouman et al., 2020). Environmental consciousness influences employee behaviour, with informed individuals demonstrating a more significant commitment to sustainable practices (Karmoker et al., 2021).

Those who are environmentally conscious are more concerned about long-term sustainability

(Darvishmotevali & Altinay, 2022), which manifests itself in actions such as reducing paper use and embracing online recruitment (Wang et al., 2022). Organizations with eco-conscious values attract people who care about the environment (Raza & Khan, 2022). Online recruitment methods are preferred for their ability to reduce resource consumption, aligning with environmentally conscious individuals' preferences (Anwar et al., 2020). Green training and development initiatives are popular among environmentally conscious people because they provide opportunities to expand their knowledge while lowering their carbon footprint (Suharti & Sugiarto, 2020). Personal growth in eco-friendly practices is facilitated by such programs (Darvishmotevali & Altinay, 2022). Organizations that measure performance based on sustainability efforts are valued by environmentalists, as rewards reinforce their commitment to environmentally friendly actions (Adeeb, 2022; Suharti & Sugiarto, 2020).

Furthermore, incentivizing environmentally conscious people boosts motivation and engagement, reinforcing their commitment to environmental protection (Zhang et al., 2022). The interplay of knowledge, concern, and action emphasizes the necessity of infusing environmental ideals into organizational goals and creating a greener workforce. Thus, the following hypotheses are put forward.

H4: Environmental consciousness moderates the association between Green Recruitment and Selection Practices and job-seeking intentions. When job seekers are environmentally sensitive, the effect is more robust.

H5: Environmental awareness moderates the association between Green Training and Development Opportunities and job-seeking intentions. When seekers are more environmentally sensitive, the effect is more robust.

H6: Environmental consciousness moderates the link between Green Performance Management and Rewarding and job-seeking intention. When seekers are more environmentally sensitive, the effect is more robust. Figure 1 shows the conceptual model of this study.

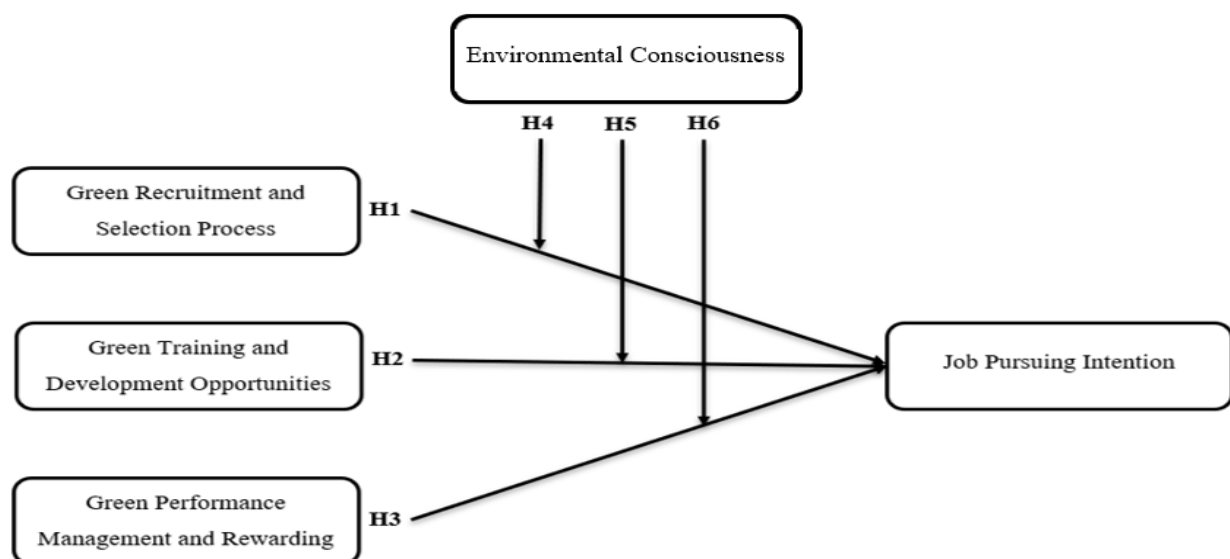


Figure 1: Conceptual Framework of this study

Methodology

Data Collection and Sample Size

The sample consisted of 227 university students from various institutions in different academic degree programs to obtain diversity in academic backgrounds, socio-economic status, and future career aspirations to enhance external validity. This sample does not include all Bangladeshi graduates; however, it represents the essential trends in their job-seeking behaviour, as final-year students and recently-graduated students are the most representative group when studying job-pursuing intentions (Pham et al., 2019). Participants were sampled from different fields and universities using a purposive sampling approach to enhance generalizability. Student samples have been used also in similar research on job-seeking intentions and residential environmental awareness, as these samples represent future workforce and a sort of indicator for the forthcoming labour market trends (Kim et al., 2017). This approach gives meaningful insights into how GHRM impacts the young job seekers population in Bangladesh, given the logistical challenges of surveying a national graduate population. This can be built on in future studies with larger, more randomized samples.

The survey started in the middle of September 2022 and ended around a month later. Among the 300 self-administered surveys sent out to students looking for jobs, 243 were returned; 16 were rejected because they were missing information. In the end, 227 surveys were usable, 76%. Two hundred twenty-seven participants made up the adequate sample size for this investigation, as Kline (2023) suggested that 10–20 respondents are required for each calculated parameter. Given the 20 parameters in the survey question, this study requires at least 200 samples. As 227 samples are usable, the sample size is adequate for this study. Nearly 90 percent of the 227 grads came from public institutions, while nearly 80 percent came from private institutions and 60 from Bangladesh's flagship university. Regarding gender, men comprised 56.8% of the respondents, while women comprised the rest.

Measurement of the Constructs

The online survey has four main elements. The survey sought primary demographic data from participants. The second section covers GRS, GTDO, GPMR, JPI, and EC, including GHRM practices. All GRS, GTDO, GPMR, JPI, and EC features were assessed on a five-point scale, with one indicating strong disagreement and five strong agreements.

GRS (Cronbach's alpha = 0.82): The three-item scale was adapted to evaluate GRS Karmoker et al. (2021) and lightly edited to fit the requirements of this study. The items from this scale include: "I tend to believe that organizations who pass the job offers through newspapers are lazy;"

GTDO (Cronbach's alpha = 0.86): A three-item scale was used to quantify GTDO, as per Karmoker et al. (2021). "I like companies that offer training to ensure people do not waste natural resources."

GPMR (Cronbach alpha = 0.92): Shah and Soomro (2021) measured GPMR with three items. These

elements were modified from the study. One scale item was: "I favour organizations that set green goals, standards, and obligations for every employee at all levels within the organization."

The JPI (Cronbach α = 0.89) was calculated using a six-item scale derived from Nejati and Ahmad (2015) and modified scales from Highhouse et al. (2003). Sample scale item: "I would like to work for an environmental leader."

The EC (Cronbach alpha = 0.85): EC measurement includes five items, according to Tsai et al. (2014) and Karmoker et al. (2021). Sample scale item: "I care deeply about environmental issues."

Data Analysis and Results

This research aimed to predict students' career intentions; hence, Smart PLS uses PLS-SEM. We analysed the data in two stages, following instructions from PLS-SEM (Anderson & Gerbing, 1988). Hence, the very first thing we did was examine whether our measuring model was fair and sound by testing the discriminant and convergent validity of items. The second step was to modify the structural model of validation from hypothesis testing and prediction power (Henseler, 2009). Figure 2 demonstrates the Structural equations model of this study's construct.

Assessment of Measurement Model

First, factor loading values were used to test the inter-item repeatability of the measurement model. All the loading values in Table 1 are higher than the minimum value of 0.70, meaning there is inter-item stability (Hair et al., 2010). We then examined convergent validity, the extent to which concept measures are connected. This measure was conducted using the CR and AVE calculations provided by Hair et al. (2010). Table 1 shows convergent validity the CR and AVE values exceed 0.70 and 0.50, respectively, as Hair et al. (2017) suggested.

Discriminant Validity

The study established discriminant validity using the Heterotrait-Monotrait ratio of correlations (HTMT) technique and the Fornell and Larcker standard (Fornell & Larcker, 1981; Henseler et al., 2015). For each concept to meet the standard set by Fornell and Larcker, the average shared variation among its components must exceed the shared variance across other constructs of the same construct. Table 2's data supports the claim of high discriminant validity by Hair et al. (2017), who said AVE's square root is more significant than each construct's correlation.

Nevertheless, in response to recent criticism about the Fornell and Larcker discriminant validity criteria, the study additionally used HTMT. All values must be below 0.85 to use the HTMT method. Henseler et al. (2015) found discriminant validity lacking when the HTMT ratio exceeded 0.85. Table 3 shows that the constructs utilized in this investigation achieved robust discriminant validity.

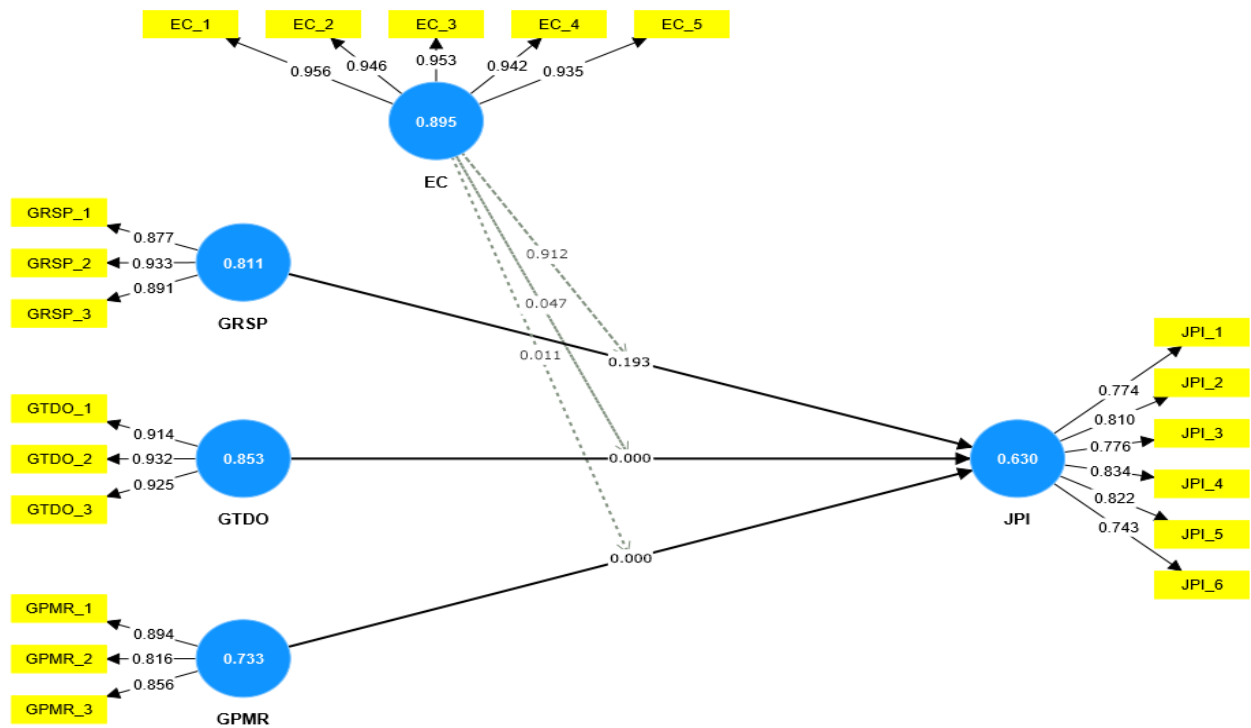


Figure 2: Structural equations model

Table 1: Average Variance Extracted (AVE), Loadings and Composite Reliability (CR)

Concepts	Element	Loadings	Coefficient alpha	AVE	CR
Job Pursuit Intention	JPI1	0.774	0.882	0.630	0.886
	JPI2	0.810			
	JPI3	0.776			
	JPI4	0.834			
	JPI5	0.822			
	JPI6	0.743			
Green Recruitment and Selection Process	GRPS1	0.877	0.884	0.811	0.904
	GRPS2	0.933			
	GRPS3	0.891			
Green Training and Development Opportunities	GTDO1	0.914	0.914	0.853	0.918
	GTDO2	0.932			
	GTDO3	0.925			
Green Performance Management and Rewarding	GPMR1	0.894	0.817	0.733	0.825
	GPMR2	0.816			
	GPMR3	0.856			
Environmental Consciousness	EC1	0.956	0.971	0.895	0.976
	EC2	0.946			
	EC3	0.953			
	EC4	0.942			
	EC5	0.935			

Table 2: Fornell and Larcker's criteria

Variables	1	2	3	4	5
1. EC	(0.946)				
2. GPMR	0.628	(0.856)			
3. GRSP	0.372	0.493	(0.901)		
4. GTDO	0.523	0.658	0.437	(0.924)	
5. JPI	0.568	0.729	0.437	0.617	(0.794)

Note. Off-diagonal values match the latent variable, and diagonal values are AVE squared.

Table 3: Heterotrait-Monotrait ratio (HTMT)

Variables	1	2	3	4	5
1. EC					
2. GPMR	0.698				
3. GRSP	0.398	0.575			
4. GTDO	0.551	0.760	0.483		
5. JPI	0.603	0.849	0.486	0.676	

Assessment of Structural Model

After confirming concept validity and reliability, the structural model was tested, and the significance of the path coefficient was assessed using PLS-SEM. The bootstrapping procedure, which involved 5000 sub-samples, was employed to test the study hypotheses. The results of Table 4 suggest that hypotheses 2 and 3 were validated, while hypothesis 1 was not. The research shows that GTD boosts students' job

aspirations. This relationship is statistically significant, with $\beta = 0.231$, $t=3.656$, and $p=0.00$ at 95% confidence. Similarly, green performance management (GPM) relates positively and significantly to students' job-pursuing intention (JPI) (β value = 0.542, t -value = 8.658, p -value = 0.000). However, this study did not find a significant link between GRS and JPI ($\beta = 0.069$, t -value = 1.303, p -value = 0.193).

Table 4: The hypothesized model's direct path coefficient

Direct Path	β	SM	SD	t -values	p - values	Decision
GRS -> JPI	0.069	0.068	0.053	1.303	0.193	NS
GTD-> JPI	0.231	0.231	0.063	3.656	0.000	S
GPM-> JPI	0.542	0.545	0.063	8.658	0.000	S

Notes: $p < 0.05$, $t > 1.96$, SD=Standard deviation, SM=Sample mean, NS= Not Supported, S=Supported, β = Standardized regression coefficients.

Effect of environmental consciousness on moderation

This study examined EC's moderating effect on job candidates' JPI on GHRM using a product-indicator technique in PLS-SEM. When the moderating is a continuous variable and not necessarily a categorical one, the product-indicator model has more ability than the multi-group approach (Henseler 2012; Henseler & Fassott, 2010). EC moderates this investigation as a continuous product indicator strategy, the best-suited method for analysing this structural model to test

whether an observed causal relationship varies over levels within another factor. Table 5 shows that EC moderates the relationship between GTDO and JPI ($\beta = 0.119$, $t=1.983$, $p < 0.05$), as well as GPMR interaction on JPI level prediction ($p < .000$, $\beta=0.177$, $t=2.558$.) Consequently, H5 and H6 are endorsed. At the same time, the p -value for GA --> EGRSP -> JPI is more significant than 0.05, showing no support for this link (i.e., H4).

Table 5: Effects of moderation

Hypotheses Path	β	SM	SD	t	p	Decision
GRS*EC -> JPI	-0.008	-0.009	0.069	0.110	0.912	NS
GTD*EC -> JPI	0.119	0.124	0.060	1.983	0.047	S
GPM*EC -> JPI	0.177	0.171	0.069	2.558	0.011	S

Notes: $p < 0.05$, $t > 1.96$, SD=Standard deviation, SM=Sample mean, NS= Not Supported, S=Supported, β = Standardized regression coefficients.

Figures 3 and 4 show that the moderating effect of EC is readable from the slope analysis. Figure 3: Lower EC GPMR and Job Seeker Intention to Work JPI rises when job seekers' EC rises. The disparity between lower EC and

higher EC with greater GPMR shows that the bid-ask spread grew, and there is indeed a moderation effect based on local economic conditions. Figure 4 shows that the EC moderates the GDTO-JPI relationship. The job seeker's JPI

decreases with a lower EC and GTDO. However, an organization's GTDO JPI improves with the job seeker's EC. Last, the negative significant coefficient for the interaction $EC*GTDO$ suggests that the moderator

variable of EC over job seekers becomes more pronounced at higher GTDO levels as the gap between the lower and levelled lines widens.

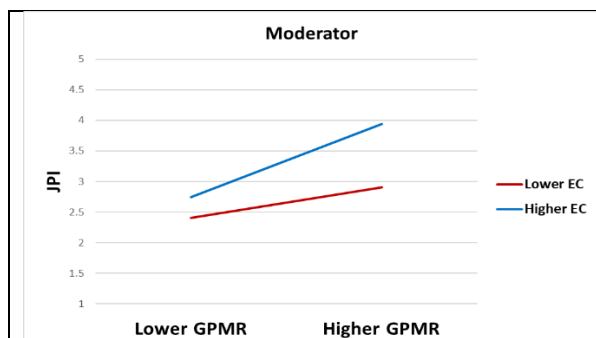


Figure 3: shows how EC changes the link between GPMR and JPI.

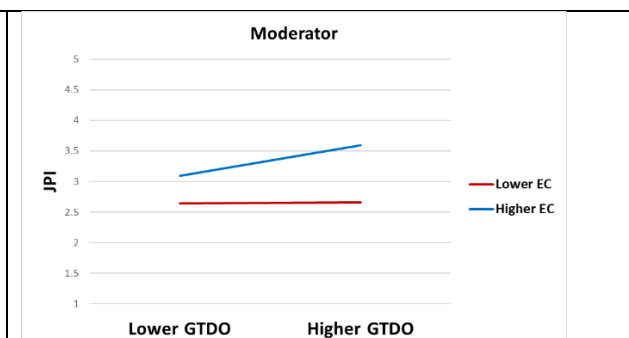


Figure 4: shows how EC changes the link between GTDO and JPI.

Discussion

This study examined how GHRM practices affect the career goals and job-seeking behaviour of recent graduates in Bangladesh. Accordingly, the study's first hypothesis stated that any organization's green recruitment and selection process positively and significantly impacts students' job-pursuing intentions. However, this study rules out the possibility that the lack of technological improvements or limited use of technology in organizational recruiting and selection may explain such outcomes. Similar findings have been found in the most recent studies on Bangladeshi graduate students by Tamal et al. (2022), in which it was discovered that the majority of its citizens of Bangladesh are not yet familiar with or not inclined to accept new technologies.

The second hypothesis proposes that job-pursuing intention improves significantly when job aspirants are presented with green training and development opportunities. This finding aligns with the attraction-attrition theory, which shows that people like companies with similar beliefs and cultures to fulfill their needs (Schneider, 1987). As a result, undertaking green training and development initiatives has beneficial and substantial effects on the job-pursuing intentions of potential employees who love nature and the environment. Prior research has also shown that a company's green training and development options increase the likelihood of job applicants applying (Anwar et al., 2020; Ababneh, 2021).

The third hypothesis suggests that the combination of green performance management and rewards significantly positively affects motivation to seek employment, which is also in line with the study of Amjad et al. (2021). Using ideas from social identity and signalling theories, green performance management and incentive systems increase job-seeking by strongly indicating an organization's ideals (Rynes, 1991; Tajfel & Turner, 1986). Furthermore, performance appraisal and rewards help individuals increase their self-esteem. This study confirms Palanivel et al. (2024) findings, which discovered that firms that recognize employees' positive environmental efforts allow them to show off their talent and think imaginatively to rescue the environment and the globe.

The study's fourth, fifth, and sixth hypotheses were formulated to ascertain whether environmental

consciousness moderates the association between GHRM practices and candidates' job-seeking intentions. Karmoker et al. (2021) discovered that employees' environmental consciousness substantially influences their behaviour by increasing their environmental awareness. Those familiar with environmental topics care more about preserving the planet (Darvishmotevali & Altinay, 2022).

H5 supported this; similar to the outcome of a very recent study by Joshi (2024), this study discovered that job searchers who care about the environment prefer companies with green training and development possibilities. According to the study, workers with a firm grasp of environmental issues are more likely to be excited about joining a company that prioritizes green performance management and incentive programs. Consequently, including employees' environmental efforts in the performance evaluation process and rewarding them for doing so is something most workers would appreciate, thus supporting the sixth hypothesis.

The study found no evidence supporting the fourth hypothesis that potential employees are environmentally conscientious, which did not affect the correlation between environmentally conscious hiring practices and future employment aspirations. Therefore, the present research found that GHRM practices increase potential employees' likelihood of seeking employment. Beyond that, the moderating effect of eco-awareness proved that prospective employees' eco-awareness correlates negatively with the positive effects of GHRM on their employment preferences.

Theoretical Implications

This study has expanded numerous theoretical archives in the burgeoning discourse of Green HRM practices. Signalling theory posits that information individuals acquire regarding an organization during their job search process indicates deeper organizational characteristics (Rynes, 1991). The present study establishes that an organization's GHRM practices signal good practices and opportunities for employees, thereby increasing job seekers' willingness to accept job opportunities from them.

Social identity theory supports this study. According to social identity theory, a person's self-identification is tied to group membership. People are happy to join high-

status clubs because it boosts their self-esteem (Tajfel & Turner, 1986). The present study advances social identity theory by showing that GHRM practices can increase job candidates' interest in working for an organization.

This study also integrates the concept of person-organization fit based on the attraction-selection-attrition theory. This theory posits that individuals are attracted to organizations that align with their values and satisfy their requirements (Schneider, 1987; Kristof, 1996). According to this study, employees are more likely to be interested in working for companies that use environmentally friendly training and development programs. Furthermore, this study extends the literature as it turns toward unexplored territory by presenting and testing a moderated model of how GHRM practices would influence job-seeking intentions in traditional industries.

Moreover, it also shows that employees' opinions of GHRM regulations affect a more employee-friendly workplace culture. In addition, to the author's knowledge, no other research has studied how environmental consciousness moderates GHRM practices and employment intentions. This study adds to the literature by showing how environmental consciousness in job candidates' intents moderates GHRM practices.

Practical Implication

This study has considerable practical significance, as firms frequently depend on university graduates within their workforce. Consequently, comprehending their perceptions of companies is essential.

Furthermore, these insights enhance the advantages of green HRM for enterprises in Bangladesh. Attracting top talent has become more critical than ever, given the environmental challenges and resource constraints that have become integral to the economic landscape of many Asian countries (Yusoff et al., 2020). Indeed, the growing numbers of millennials in these countries have raised environmental concerns; therefore, organizations can make green practices their critical features to attract this potentially significant portion of the Asian workforce (Tang et al., 2018). Since many global HRM practices are essential for sustainability within Asian organizations and industries, this study may also provide an excellent bridge for scholars and practitioners to enhance their knowledge. This research indicates that HR professionals should implement environmentally friendly performance management, incentive structures, and training and development opportunities to draw in talented young individuals from the job market.

In addition, the results of the moderating variable, namely the Environmental Consciousness of job seekers,

suggest that Environmental Consciousness plays a significant role in enhancing job-searching intent. Therefore, it is intuitive for human resources professionals to realize that enhancing the environmental consciousness of potential job candidates can boost the organization's intention to pursue a career in it. This study also suggests and confirms a structural model for GHRM, setting the framework for future research.

Constraints and Prospective Research Avenues

Notwithstanding the researchers' diligent efforts, the work retains specific limitations. Firstly, the current study used only 227 samples, near the minimum required sample. Secondly, the study has been conducted on three subgroups, National University, Public University, and Private University, since the maximum number of graduates is found from these three categories of institutions in Bangladesh. However, the other graduates from Medical and Technical backgrounds not considered in this study are also job seekers in the job market. Thirdly, there might be some employees who are not unemployed but are still searching for better opportunities in the job market that might be considered in further research.

Finally, this study did not consider several essential GHRM practices that may have a varied impact on job seekers' intents, such as green motivation, work-life balance, and organizational culture. However, no study is beyond limitations. The limitations of the current study may provide new avenues for investigation. Further investigations in different countries can be conducted in the future, or a different methodological approach may be applied to get more precise results. Furthermore, Environmental Consciousness and other moderators, such as job seekers' financial conditions, education, geography, and organization reputation, can be considered so that the real reason why job seekers think the way they do and more factors that can affect their decision can be found.

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Conflict of Interest

The authors confirm that there is no conflict of interest with the publication of this article.

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