

Green Strategies to Enhance Organizational Attractiveness: The View of Applicants

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ABSTRACT

Companies that encourage eco-friendly methods and promote environmental stewardship are becoming more desirable to prospective employees, especially younger generations who value sustainability. This research examines how green human resource management techniques, such as green training, recruiting, and culture, interact with personal environmental orientation and corporate social responsibility authenticity to impact organizational attractiveness. Descriptive and causal research methods were used in the study. A non-probability convenience sampling method was used to gather data from 397 applicants for jobs in Nepal. The findings show that green culture and CSR authenticity have a significant influence on company attractiveness and personal environmental orientation, and green training determines OA. Also, the result indicates that green recruiting has no significant effect on OA. The research notices that firms could strengthen their attractiveness to potential employees by incorporating sustainable practices into their human resource strategy.

Keywords: Eco-friendly practices, environmental orientation, green development initiatives, sustainable employment practices

1. Introduction

Companies that adopt eco-friendly practices and promote environmental stewardship are increasingly seen as attractive employers, especially among younger generations who are more conscious of environmental challenges. This shift in business conduct has led to a new trend in recruitment strategies, with companies highlighting their environmental credentials to attract potential employees. Coelho et al. (2022) note that organizations are becoming more aware of the issues surrounding sustainable growth and are integrating them into their business models. Companies often develop strategies to recruit talent (Bakanauskiene et al., 2017; Bhattarai et al., 2020; Carpenter et al., 2017; Ghimire et al., 2022). Hendriks (2016) pointed out that organizational attractiveness has become an increasingly important concept in the literature as competition for top talent intensifies. As a result, many organizations are now focused on incorporating green practices into their strategies to reduce ecological waste in their operations (Ahmad, 2015; Khan et al., 2020; Shrivastava & Berger, 2010). According to Umrani (2022), Green Human Resource Management (GHRM) practices enhance organizational status, which, in turn, increases organizational attractiveness. Attracting talent remains a critical challenge for companies (Boštjančič & Slana, 2018; Rynes & Cable, 2003). Guerci et al. (2015) demonstrated that a company's green reputation positively influences job candidate attraction. However, specific details about environmental policies on recruiting websites did not have a direct impact, and both green and non-green recruitment strategies work together to attract applicants rather than competing against each other.

Almagharbeh and Alalean (2023) revealed that green human resource practices enhance an organization's long-term survival, especially through the mediating role of green work-life balance and incentives, which have the greatest influence. This suggests that organizational image plays a key role, with approaches that foster a better business community. Chen et al. (2024) determined that environmental, social, and governance (ESG) factors positively influence an organization's reputation and attractiveness to job seekers, with organizational reputation acting as a crucial link between ESG issues and organizational appeal. Farag (2024) showed that perceived Green Human Resource Management (GHRM) practices positively impact job pursuit intentions, with organizational attractiveness mediating the connection and individual green values moderating the relationship between GHRM, organizational attractiveness, and job pursuit intention. Ramli et al. (2023) found that green management positively influences organizational awareness, environmental concern, and green technology, all of which play significant roles in promoting environmental sustainability. Contextually, Zacher et al. (2023) evaluated research on employee green behavior, highlighting its importance for organizational environmental sustainability, and recommended further theoretical and methodological advances to improve the understanding and impact of employee green behavior at various organizational levels. Improving green practices also requires more education and training, as evidenced by a strong positive correlation between green intellectual capital, organizational reputation, and entrepreneurial mindset among head nurses (Zaki et al., 2023).

Recruiting top-quality staff is a major challenge for Human Resources in the ongoing 'battle for talent,' as job seekers are increasingly drawn to employers and organizations that align with their values and beliefs (Fernandez et al., 2022; Karki et al., 2023). Pham et al. (2019) identified significant gaps in the existing Green Human Resource Management (GHRM) literature, proposing a research agenda that emphasizes emerging opportunities such as the circular economy and technology-based perspectives. Despite this, GHRM practices are still not sufficiently integrated to effectively promote organizational environmental sustainability (Marrucci et al., 2021). Green personnel management practices, also referred to as environmentally conscious HR practices, are part of a long-term corporate strategy aimed at sustainability (Jerónimo et al., 2020). Aslam et al. (2016) highlighted a significant relationship between company branding and job application intention, noting that gender differences in perceptions of workplace branding are minimal, particularly in the context of banking positions in Pakistan. Duarte et al. (2015) found that perceived corporate social responsibility (CSR) enhances corporate image, making the business more attractive to potential employees.

Aggarwal and Agarwala (2021) emphasized the importance of incorporating environmental principles into corporate culture to achieve a long-term competitive advantage, providing a validated tool to measure the extent of greening within organizations. Norheim-Hansen (2021), Dahal (2017), and Gurung et al. (2024) noted that in today's highly competitive, knowledge-intensive, and rapidly changing markets, businesses often rely on strategic partnerships to compete effectively and efficiently. There is a direct correlation between green HRM and organizational attractiveness; however, Umrani et al. (2022) found that environmental performance and organizational reputation act as sequential mediators in this relationship. Chaudhary and Firoz (2022) argued that the link between green HRM and job-seeking aspirations is

moderated by the organization's attractiveness and reputation. Francis et al. (2024) discovered that perceived organizational support (POS) significantly mediates the relationship between corporate CSR initiatives and organizational attractiveness, with POS partially mediating the effect, thereby enhancing both external reputation and internal employee participation. The primary focus is on how green training and development, green recruiting, green culture, personal environmental attitudes, and CSR authenticity influence corporate attractiveness, following the evidence and situational contexts.

However, the precise impact of various green strategies, such as eco-friendly training and development, eco-friendly recruitment, green organizational culture, individual ecological orientation, and authentic CSR practices, on organizational appeal remains unclear. While many corporations provide financial support for environmental initiatives, there is a lack of empirical evidence regarding how these policies influence the perceptions and hiring decisions of prospective employees. Chowdhury et al. (2023) found that prospective applicants' opinions about a firm's CSR efforts significantly affect their trust in and attraction to the company. Despite lower ratings for economic growth and financial benefits, Bendaravičienė and Vitkauskas (2024) discovered that Lithuanian employees prioritize social importance, leadership value, engagement value, and work-life balance when assessing organizational attractiveness. Therefore, organizations should focus on leadership, social responsibility, and work-life balance to enhance their appeal as employers. Li and Wu (2023) highlighted that the current rate of natural resource consumption cannot sustain global economies long term, as climate change hinders healthy economic growth. In contrast, human-driven selection was linked to commitment-oriented attributes such as quality enhancement and applicant well-being. Koch-Bayram and Kaibel (2023) noted that candidates tend to attribute control-oriented motives, such as cost reduction and exploitation, to algorithmic decisions, which negatively impacts organizational appeal.

A company's CSR reputation moderates the relationship, amplifying the influence of the donation-based aspect when choosing a business (Ali et al., 2024; Ghimire et al., 2021). However, the moral component of CSR did not show any significant effect on job seekers' perceptions of organizational attractiveness. The economic, legal, and philanthropic dimensions of CSR all had positive and significant impacts. While it is clear that people are increasingly interested in working for environmentally conscious organizations, the actual influence of this awareness on their job choices remains unclear. Nevertheless, Tamang and Mishra (2022) found that educational institutions in Nepal can enhance environmental awareness and human capital development through the application of GHRM practices. Bhattarai et al. (2024) noted the absence of a significant mediating role for managers' environmental expertise in the link between GHRM practices and employees' pro-environmental behavior, suggesting that GHRM practices could benefit from improvements. In Nepal's industrial sector, Rijal (2023) found that green training, green incentives, and a green company culture significantly enhance workers' commitment to environmental protection.

A more comprehensive approach to Sustainable Human Resource Management (SHRM) is necessary, as Adhikari et al. (2024) discovered that HRM practices in Nepalese firms do not effectively incorporate Sustainable Development Goals (SDGs). Integrating these elements into HRM practices to encourage sustainable behavior is essential, as Joshi and Ghimire (2024) found significant connections between green

transformational leadership, individual moral beliefs, and green behavior among employees. Despite being in the early stages of adoption, green HRM practices positively impact organizational sustainability in Nepalese life insurance businesses, according to Chaudhary and Chaudhary (2024). This study aims to evaluate the impact of green recruitment methods on the perceived attractiveness of businesses and to assess how green training and development practices influence the attractiveness of firms to job candidates. The specific objective is to examine the influence and relationship of green training and development, green recruitment, green culture, personal environmental orientation, and CSR authenticity with organizational attractiveness.

This research is significant because it clarifies how green practices enhance an organization's attractiveness to potential recruits, offering valuable insights to HR strategists, business executives, and policymakers. The findings on how green activities impact hiring and the company's reputation provide actionable advice for developing effective HR strategies and influencing the creation of policies that support sustainability. The results also contribute to a deeper understanding of business sustainability and its impact on organizational behavior.

The paper begins with an introduction that outlines the background, study objectives, and the significance of the research. Following this, the literature review provides a comprehensive summary of previous studies, identifying any gaps in current understanding. The methodology section details the study's framework, data collection, and analysis procedures. In the Presentation and Analysis section, various statistical techniques are employed to present and assess the data. The Discussion explains the findings, comparing them with other studies and discussing the implications. After summarizing the key points and limitations in the Conclusion, the paper concludes with the Implications and Future Look section, which explores the practical implications for HR strategists and policymakers, as well as suggests avenues for future research.

2. Review of Literature

The research is grounded in foundational theories that help explain how green practices can enhance an organization's appeal. Ajzen's (1991) Theory of Planned Behavior (TPB) suggests that green training and green recruiting can positively influence employees' attitudes toward a business. If TPB holds true, and employees' attitudes, subjective norms, and perceived behavioral control shape their intentions to engage with an organization, then effective green training can enhance their perception and attraction to the company (Ahmad et al., 2023; Shrestha et al., 2023; Straatmann et al., 2018; Warmerdam et al., 2015). Spence's (1973) Signaling Theory posits that companies use signals such as green culture and CSR authenticity to attract talent, with these signals increasing the organization's attractiveness to environmentally conscious applicants (Karash III and Bryan, 2012; Von Deimling et al., 2022). Lastly, Authenticity Theory, based on Erving Goffman's (1959) work, emphasizes the importance of a company's genuine engagement in green practices, such as personal environmental orientation and authentic CSR, to enhance its reputation (MacCannell, 1973; Vannini & Franzese, 2008; Fordahl, 2018; Cho et al., 2018; Shalinin, 2014). These theories provide a comprehensive framework for understanding how eco-friendly practices contribute to an organization's attractiveness.

Organizational Attractiveness

Choosing a job can be a challenging task for job seekers (Joshi et al., 2023; Ramlugun & Raman, 2015). Organizational attractiveness refers to how desirable a company is perceived as a place to work (Duarte et al., 2014). Van Hove and Lievens (2007) highlight that most recruitment studies have focused on the impact of individual information sources, leaving a gap in understanding the combined effects of multiple sources on organizational appeal. Employer branding plays a crucial role in determining organizational attractiveness. Slåtten et al. (2019) suggest that an organization's attractiveness is influenced by its desirable features. The attractiveness of an employer brand can reduce employee turnover rates and increase organizational engagement by attracting and hiring potential workers, fostering a sustainable work environment (Onur et al., 2024; Rai & Dahal, 2024; Sharma et al., 2023). Gomes et al. (2023) emphasize that company attractiveness influences internal communication and sustainable human resource management, which in turn affects employee turnover intention and performance. Research has shown that aesthetic appeal is a significant factor for organizations, making it essential to identify the key components that influence attractiveness.

Green Training and Development

Green training refers to educational programs and initiatives that an organization implements to enhance employees' knowledge and skills in environmental sustainability (Yafi, 2021). These training sessions, workshops, and materials are designed to integrate eco-friendly practices and foster environmental awareness among staff (Araão & Jabbour, 2017; Karki et al., 2024; Obaid, 2015; Pinzone et al., 2019; Shahi et al., 2022; Teixeira et al., 2016). Ari et al. (2020) proposed a conceptual model of Green Human Resource Management (GHRM) that links GHRM practices to various pro-environmental behaviors through the mediating roles of job satisfaction and work engagement, highlighting eight key GHRM indicators such as green incentives, green selective staffing, and green training. This practice can be implemented through environmental learning initiatives, which focus on developing knowledge, skills, and competencies aimed at promoting environmentally responsible behaviors and attitudes.

Employee training is essential in businesses to promote environmental conservation, raise awareness, enhance employees' skills and self-efficacy, and successfully implement green policies (Dahal et al., 2020; Ercantan & Eyupoglu, 2022; Ghimire et al., 2024). Khan and Noorizwan Muktar (2020) argue that Green HRM is an emerging research paradigm, with increasing attention on environmental effects related to it. Effective HR practices can improve the overall organizational image through green initiatives. According to Soeling et al. (2022), talent is a valuable asset for firms, and it is crucial to nurture and develop it. Umair et al. (2023) found that in Oman's banking sector, environmental corporate social responsibility (ECSR) and green talent management (GTM) positively impact long-term sustainability, with ECSR directly influencing both sustainability and GTM. Employees' innovative work behavior and green performance play a significant role in contributing to organizational sustainability. While transformational leadership does not significantly affect other relationships, it moderates the connection between green talent management and innovative work behavior. Companies also offer green opportunities, green performance

management, and green training programs to enhance their reputation (Shen et al., 2016). Organizational green training techniques improve employees' knowledge of environmental protection and their practical ability to address environmental challenges, increasing the likelihood of both task-related and voluntary green behaviors (Dumont, 2023). Ojo et al. (2022) state that GHRM practices, including green development and training, performance management, and empowerment, mediate the relationship between environmental IT performance and pro-environmental IT behavior.

Based on the evidence provided by Amrutha and Geetha (2021), Shah and Soomro (2022), and Ma et al. (2023), it can be hypothesized that Green HRM practices, including green training, green recruitment, green employee involvement, and green performance management, positively influence task-related and voluntary green behaviors, as well as green innovation. Additionally, the relationship between green talent management and employee retention is significantly enhanced by a green organizational identity, with green shared vision strengthening the effects of GTM on employee retention. Therefore, it is reasonable to assume that the implementation of green HRM practices and fostering a green organizational culture positively impacts employee behaviors, retention, and innovation, ultimately contributing to the overall sustainability and success of an organization.

H1: Green Training and Development significantly impact organizational attractiveness.

Green Recruitments

Green recruitment refers to the process of attracting and selecting individuals who align with an organization's environmental values and sustainability goals (Ajadi et al., 2022; Adjei-Bamfo et al., 2020; Mwita & Kinemo, 2018; Pham & Paillé, 2020). This involves highlighting the organization's commitment to green practices through recruitment materials, job advertisements, and employer branding, while seeking candidates who demonstrate environmental awareness (Dawwas et al., 2023; Koman et al., 2024; Nilwan & Aras, 2023). Mousa and Othman (2019) found that green human resource management practices, including green recruitment and training, were modestly implemented in Palestinian healthcare organizations, with green recruitment having a significant positive impact on long-term success, whereas green performance management and compensation had a lesser effect. Khan and Noorizwan Muktar (2020) argue that green recruitment helps attract individuals to work for environmentally responsible organizations. This strategy allows HR professionals to identify suitable candidates while integrating green HRM with traditional HR practices. Additionally, Masri and Jaaron (2016) suggest that although green recruitment improves environmental performance, green training has a smaller impact in comparison.

Due to its cost-effectiveness and ease of implementation, green recruitment is often the preferred choice for many companies. However, organizations also have the option to support their employees' environmental efforts by raising awareness, providing education and training, and promoting from within (Alavi & Aghakhani; Arulrajah et al., 2015; Ghimire & Dahal, 2024). According to Bangura (2022), green hiring practices positively impact productivity at Uni4online Westville in Durban, South Africa, by enhancing workers' awareness of social and environmental issues. An increasing number of companies are

recognizing that they can attract top talent by positioning themselves as environmentally responsible employers (Likhitar & Verma, 2017). Green training programs also play a key role in encouraging employees to be more mindful of the need to protect the environment (Adubor et al., 2022).

Tsai and Yang (2010) found that, to attract top talent, organizations must enhance their appeal. Ranganathan (2018) suggested that a green recruiting strategy encourages employees to adopt environmentally conscious behaviors that contribute to achieving sustainability goals. Jamil et al. (2023) discovered that green recruitment (GR) significantly influences organizational sustainability performance (OSP). Their studies highlighted a network of interrelated factors between GR and OSP, emphasizing the importance of aligning recruitment efforts with sustainability objectives to improve organizational performance. While sustainable HRM practices positively affect these outcomes, Labelle et al. (2024) found that managers' altruistic attitudes, as opposed to self-centered ones, are essential for maximizing these impacts. This study specifically focused on small and medium-sized enterprises (SMEs). Furthermore, the attractiveness and reputation of an organization mediate the positive effect of green recruitment on career pursuit intentions (Damoah, 2024). In South East Nigeria, state civil servants exhibited a positive correlation between green recruitment management practices—such as email applications, online applications, global talent pools, video-based interviews, and online interviews—and several performance metrics, including unit output, cost reduction, waste reduction, turnover, and communication rates (Agbo et al., 2024). Based on these findings, the following hypothesis is developed for the study:

H2: Organizational attractiveness is significantly impacted by green recruiting.

Green Culture

Culture refers to the set of beliefs, values, ideas, and attitudes that shape organizational behavior (Dahal et al., 2022; Zhang & Cao, 2018). Green culture is an organizational environment characterized by a strong commitment to ecological balance (Tahir et al., 2019). Eco-friendly behavior encompasses values, norms, and practices that support and encourage environmentally conscious actions among staff members (Umrani et al., 2022). This includes initiatives such as waste reduction, energy conservation, and sustainable resource usage (Imran et al., 2021; Küçükoglu & Pınar, 2015; Okechukwu et al., 2023). Gürlek and Tuna (2017) demonstrated that green organizational culture positively influences green innovation and competitive advantage, with green innovation serving as a full mediator between the two. Wang et al. (2022) found that green innovation and sustainable development goals are promoted through green knowledge management, with the relationship between the two being strengthened by a corporate green culture. Additionally, Sianipar et al. (2023) discovered that organizational culture, information technology infrastructure, and sustainability values significantly and positively influence young academics' attraction to institutions.

Mehrajunnisa et al. (2022) found that senior management's commitment to green practices and a green organizational culture are key facilitators of GHRM practices, offering valuable insights for policymakers and businesses in the UAE. While research on employee and customer satisfaction remains limited, AlKetbi and Rice (2024) discovered that green HRM strategies positively impact employees' environmental attitudes,

fulfillment, behavior, and corporate green performance. Muisyo and Qin (2020) found that integrating green HRM practices with a robust green innovation culture significantly enhances a company's green performance. Wang (2019) showed that organizational green culture positively influences both green performance and competitive advantage, with green innovation acting as a mediator between green culture and green performance and partially mediating the relationship between green culture and competitive advantage. Hadjri et al. (2019) found that GHRM practices such as green hiring, green education, and green pay all contribute to improved environmental performance, either directly or indirectly through green company culture. However, they did not identify any indirect effects for green training.

Kim et al. (2018) found that job seekers with a smaller power distance, stronger risk aversion, and a long-term orientation are more likely to prefer Japanese organizations. This highlights that aligning with local cultural norms can enhance a company's attractiveness and recruitment outcomes in emerging regions. Carballo-Penela et al. (2023) found that corporate commitment to sustainability positively impacts job seekers' evaluations of organizational attractiveness, with organizational prestige mediating the relationship and cultural masculinity reducing it. According to Margaretha and Saragih (2013), integrating green human resource strategies helps create a company culture centered on environmental sustainability, leading to improved efficiency, cost savings, and employee engagement. Abbas and Khan (2022) discovered that green knowledge management positively affects organizational green innovation and performance, with green culture strengthening the relationship between green knowledge management and innovation. Shah et al. (2021) found that green organizational culture and green psychological climate mediate the positive effects of green HRM practices on sustainable environmental efficiency. This suggests that cultivating these internal conditions can improve sustainability and environmental performance. Based on these findings, the study is guided by the following hypothesis:

H3: Organizational attractiveness and green culture are significantly correlated and influenced.

Personal Environmental Orientation

According to Leonidou et al. (2010), personal environmental orientation refers to an individual's attitudes, values, and actions related to environmental sustainability. It reflects how much a person values environmental issues in both their personal and professional lives (Schultz, 2001; Toorzani & Rassafi, 2022). This concept signifies both the degree of commitment to environmental causes and the level of concern about their environmental impacts (Steg & De Groot, 2012). Merlin and Chen (2023) argue that green human resource management positively influences organizational attractiveness and reputation, with personal environmental orientation moderating this relationship. Organizational reputation, in turn, mediates the relationship between attractiveness and green HRM. However, Chaudhary and Firoz (2022) found that environmental orientation does not significantly moderate the strong effects of GHRM on job pursuit intentions through organizational prestige and attractiveness. Chua et al. (2016) showed that while an altruistic value orientation directly promotes pro-environmental personal norms without mediation by a new ecological paradigm (NEP), biospheric and egoistic value orientations are mediated by NEP. Additionally, the organizational attractiveness of a company can be negatively affected by unfavorable online reviews (Carpentier & Van Hove, 2021).

As noted by Pham and Paillé (2020), employee motivation for environmental initiatives is a key driver of their commitment to environmental performance. Coşkun et al. (2017) found that while an external locus of control negatively affects environmental intentions, environmental orientation positively influences purchase intentions for low-involvement green products. Additionally, environmental orientation acts as a mediator between purchase intentions and both external and internal loci of control. Marshall et al. (2019) highlighted that ecological orientations significantly impact individuals' responses to climate change. Specifically, biospheric and altruistic values were linked to stronger views on climate change, greater involvement in pro-environmental behaviors, and higher levels of ecological mourning.

In contrast, egoistic values were only associated with grief responses. The research suggests that focusing environmental communication and management strategies on these value orientations could improve responses to climate change and promote sustainability. Muposhi et al. (2021) found that biospheric values are strong predictors of the new ecological paradigm and significantly influence the adoption of green shopping bags, while altruistic values had no significant effect. Leung et al. (2015) discovered that cosmopolitan orientation, specifically global prosociality, predicts pro-environmental actions and is a significant component, alongside standard pro-environmental worldviews and motives. Jatmiko (2004) found that while environmental information in recruitment ads increases applicants' interest in and intention to apply for jobs at green companies, the effect is amplified by higher salary offers, and personal environmental concerns had no significant impact on job pursuit intentions. Employee recycling behavior is influenced by managerial positions in relation to an organization's internal environmental attitude (Salvador & Burciaga, 2019), meaning that managers are more likely to engage in energy-saving practices than non-managers. Employees are more likely to save energy when their company focuses on the external environment. The relationship between locus of control and pro-environmental behavior may be moderated by future orientation and pro-environmental attitudes (Yorkovsky & Zysberg, 2024), with a clear correlation between age and pro-environmental conduct. Therefore, the following statement was used in the study:

H4: Personal environmental orientation significantly influences organizational attractiveness.

CSR Authenticity

CSR authenticity refers to the perceived sincerity of an organization's corporate social responsibility efforts, particularly in terms of environmental sustainability (Mazutis & Slawinski, 2015; McShane & Cunningham, 2012). It assesses whether stakeholders believe that the organization's environmental initiatives and claims are genuine and reflect a real commitment to environmental governance (Schaefer et al., 2019; Wut & Ng, 2023), as opposed to being purely symbolic or motivated by public relations (Kim & Lee, 2022; Lee & Yoon, 2018). Economic and legal obligations are necessary, while moral and charitable responsibilities are also expected (Zhang et al., 2020). According to Story et al. (2016), internal CSR refers to efforts aimed at improving the working conditions of a company's internal stakeholders. CSR can play a significant role in attracting top talent (Branco & Rodrigues, 2006; Kim & Park, 2011; Turban & Greening, 1997). Chang et al. (2023) argue that CSR is becoming increasingly important in candidates' assessments of potential

employers. Ali et al. (2024) developed a system dynamics model demonstrating how a well-executed CSR strategy enhances organizational appeal to job seekers, with the relationship between CSR and attractiveness dynamically modeled and supported by survey data. Ong et al. (2023) found that CSR activities do not increase organizational attractiveness when the company lacks high-investment human resource systems, with perceptions of authenticity moderating this relationship.

According to Isabel et al. (2023), a company's positive image boosts customer loyalty and trust, and it also mediates the relationship between social and ethical responsibility, environmental practices, and organizational success. Tymbaliuk et al. (2023) found that green hiring and onboarding processes are rare in Ukrainian companies, with fewer than one-third identifying as green employers and even fewer incorporating green competencies into their recruitment. However, an increasing number of companies are adopting environmentally friendly procedures throughout the onboarding and adjustment processes. Riaz and Saleem (2023) discovered that in the hotel industry, a corporate social responsibility (CSR) orientation positively impacts employer attractiveness, with the ethical component being the most influential, while discretionary CSR actions have the least effect. According to Li et al. (2024), consistent CSR practices make organizations more appealing, with conceptual fluency mediating the positive relationship between consistent CSR practices and attractiveness. Perceived corporate hypocrisy, on the other hand, mediates the negative impact of inconsistent CSR practices. Proactive communication strategies effectively mitigate the negative impact of perceived corporate hypocrisy while enhancing the positive outcomes of conceptual fluency. Wang et al. (2023) revealed that CSR and Green Human Resource Management (GHRM) work together to strengthen this relationship. GHRM positively impacts both job seekers and the organization's image. Kang and Alcantara (2021) found that all types of CSR activities make companies more attractive, but the impact varies by culture. They observed that business practice-related CSR has the strongest effect in cultures that value individuality, low power distance, and uncertainty avoidance, while philanthropy has the smallest effect in such cultures. Based on these findings, the study proposes the following hypothesis:

H5: CSR Authenticity significantly influences organizational attractiveness.

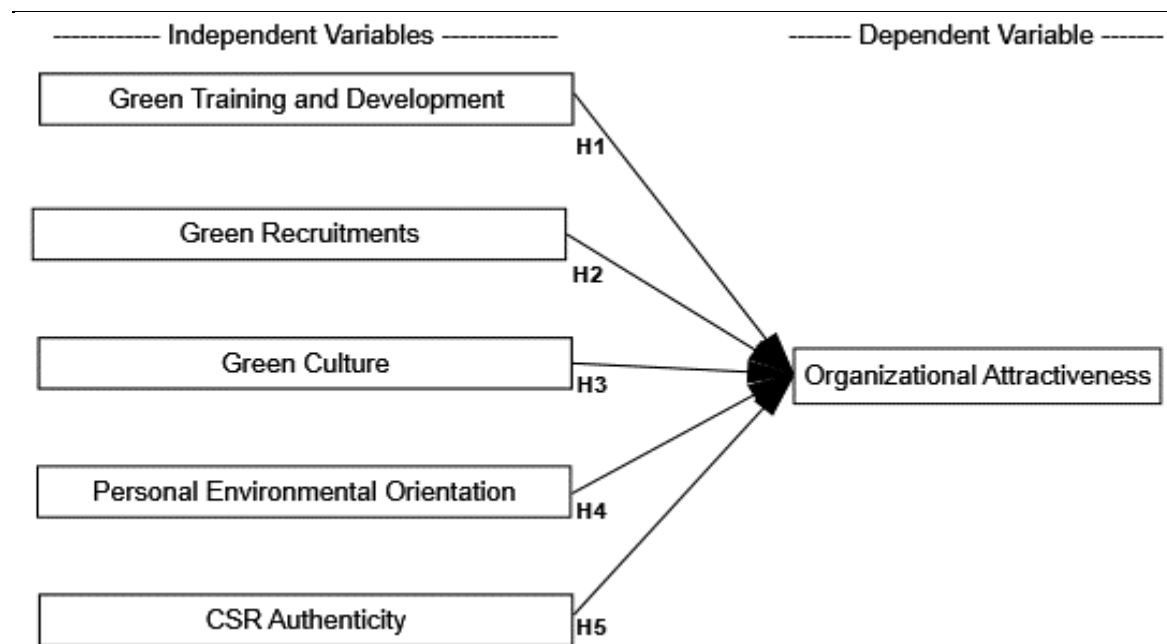


Figure 1: The Study Framework

3. Methodology

This section covers the study's design, demographics, sample selection, data collection methods, and analytical techniques. The study employed both descriptive and causal research methods. The descriptive design was used to explain the current status of green practices within organizations and their impact on corporate attractiveness. The causal-comparative design helped identify cause-and-effect relationships between independent variables. The population for the study consists of job seekers applying to companies that either already implement or plan to implement green HR practices. Convenience sampling, a non-probability sampling method focusing on accessibility, was used to select the applicants. The sample included approximately 397 respondents from Nepal, specifically job applicants rather than current employees, to better understand how green initiatives influence an organization's appeal to potential employees.

Primary data for the research was collected using a questionnaire designed to assess green activities within organizations and the respondents' perceptions of these organizations. The data collection period is scheduled for three months, from June to August 2024. Data will be gathered through both online and traditional methods, depending on the region of Nepal, utilizing universities, career centers, and training institutes as distribution points.

The study employs statistical methods to analyze the data, summarizing respondents' demographic profiles and their responses to the questionnaire regarding green practices and organizational attractiveness. Descriptive statistics such as mean, standard deviation, and frequency distribution were used to present the data. Regression analysis was conducted to evaluate the influence of independent factors on the dependent variable, while Pearson's correlation coefficient was applied to determine the direction and strength of the

relationships between each independent variable and the dependent variable. Regression analysis serves as a critical tool for understanding whether green practices significantly enhance an organization's attractiveness. Cronbach's alpha, Durbin-Watson statistic, and analysis of variance (ANOVA) were computed using SPSS V26 to ensure the reliability and validity of the results.

Measures

The study measures variables on the basis of flowing statements and adopted sources:

Table 1: Measurements of the study variables

Variables	No. of Statements	Measurement Sources
GTAD	6	Ali et al. (2020); Jabbour (2011); Yong and Mohd-Yusoff, (2016).
GR	5	Ali et al. (2020); Jabbour (2011); Yong et al. (2020)
GC	7	Aggarwal and Agarwala (2021); Merlin and Chen (2022)
PEO	5	Merlin and Chen (2022)
CSRA	5	Liu and Jung (2021)
OA	7	Ali et al. (2020); Umrani et al. (2022)

Table 1 illustrates how the research evaluates Green Training and Development through six statements derived from the works of Jabbour (2011), Yong and Mohd-Yusoff (2016), and Ali et al. (2020) to assess the impact and effectiveness of green training programs. Green recruiting is assessed using five statements based on research by Ali et al. (2020), Jabbour (2011), and Yong et al. (2020), which examine how green recruiting strategies influence organizational attractiveness. Green culture is evaluated using a set of seven statements developed by Aggarwal and Agarwala (2021) and Merlin and Chen (2022), exploring how green practices are integrated into company culture. Personal Environmental Orientation is measured through five statements from Merlin and Chen (2022), which assess how individuals' environmental attitudes shape their perceptions of organizational attractiveness. CSR authenticity is quantified using five assertions from Liu and Jung (2021), focusing on how genuine an organization's CSR efforts are perceived. Lastly, organizational attractiveness is gauged through seven statements by Ali et al. (2020) and Umrani et al. (2022), evaluating the organization's reputation and green practices in terms of appeal to job seekers.

Demographic results

This section presents a group of job applicants based on gender, age, academic qualification, and industry preference; the findings are shown in detail in Table 2.

Table 2: Respondents of the study

Groups	Nos	%	Groups	Nos	%
<i>Gender</i>			<i>Industry Preference</i>		
Male	153	38.5	IT and technology	171	43.1
Female	244	61.5	Manufacturing	143	36.0
<i>Academic Status</i>			Service Sectors	83	20.9
SLC/SEE	94	23.7	<i>Age group</i>		
Up to intermediate	132	33.2	18- 25 years	133	33.5
Bachelors level	171	43.1	26 to 40 years	183	46.1
			41 to 50 years	81	20.4
Total of each section	397	100.0	Total of each section	397	100.0

Table 2 displays the demographic breakdown of respondents, categorized by gender, academic qualifications, industry preference, and age group. The data reveals a significant gender imbalance, with a predominant number of female participants compared to a small percentage of male respondents. Regarding academic qualifications, the majority of respondents held a bachelor's degree, followed by those with an intermediate-level education, and a smaller proportion with SLC/SEE credentials. In terms of industry preference, most respondents favored IT and technology, followed by manufacturing, while a smaller minority preferred the service sector. The age distribution indicates that the majority of respondents were between 26 and 40 years old, with the next largest group aged 18 to 25, and a smaller segment aged 41 to 50. These findings suggest that the study primarily involved young, educated females with a strong inclination toward technology-related industries.

Reliability and Validity

This section evaluates the consistency and accuracy of the study instruments.

Table 3: Validity and Reliability

Dimensions	Items	Cronbach Alpha
GTAD	6	0.797
GR	5	0.878
GC	7	0.882
PEO	5	0.874
CSRA	5	0.828
OA	7	0.779
Total	35	0.943

Table 3 presents the internal consistency of the various dimensions assessed in the study, including green training and development, green recruiting, green culture, personal environmental orientation, corporate social responsibility (CSR) authenticity, and organizational attractiveness. Each dimension consists of multiple elements, and the Cronbach's Alpha values range from strong to very strong, indicating high reliability across all constructs (Taber, 2018). Green culture demonstrates the highest reliability, closely followed by green recruiting and personal environmental orientation, all showing strong internal consistency. The overall reliability of the study's thirty-five items is excellent, ensuring that the constructs are consistently measured throughout the research (Taber, 2018).

4. Presentation and Analysis

The presentation and analysis section summarizes the descriptive findings, correlation analysis, and regression results used to explore the relationships between green practices and organizational attractiveness.

Descriptive results

This section includes descriptive findings from the study's replies.

Table 4: Descriptive Results

	N	Minimum (Min.)	Maximum (Max.)	Mean	SD
GTAD	397	1.00	5.00	3.5748	.82918
GR	397	1.00	5.00	3.6202	.95388
GC	397	1.00	5.00	3.6394	.75575
PEO	397	1.00	5.00	3.6312	.86420
CSRA	397	1.00	5.00	3.6463	.76823
OA	397	1.43	5.00	3.6461	.62712

Table 4 presents the descriptive findings for the study's key dimensions: green training and development, green recruiting, green culture, personal environmental orientation, corporate social responsibility authenticity, and organizational attractiveness. Each dimension was evaluated on a five-point scale, with data collected from 397 respondents. The mean scores for all dimensions are approximately 3.6, indicating a positive assessment of these factors. The highest mean scores were observed for corporate social responsibility authenticity, followed by organizational attractiveness and green culture. The standard deviations indicate considerable variation in responses, with green recruitment showing the most variability, suggesting differing opinions among respondents regarding this aspect.

Correlation Analysis

This section examines the degree and direction of the association between the independent variables of green practices and organizational attractiveness.

Table 5: Statistical associations between independent and dependent and variables

		GTAD	GR	GC	PEO	CSRA	OA
Pearson Correlation	GTAD	1					
	GR	.135**	1				
	GC	.331**	.577**	1			
	PEO	.271**	.474**	.806**	1		
	CSRA	.298*	.550**	.818**	.796**	1	
	OA	.338**	.466**	.793**	.728**	.784**	1

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

Table 5 shows that all independent variables have significant positive correlations with organizational attractiveness at the 0.01 level. This indicates that as green practices and perceptions improve, the organization's appeal also increases.

Among the independent variables, green culture exhibits the strongest positive correlation with organizational attractiveness, indicating that companies with a strong commitment to sustainability are viewed as highly appealing. This is followed by corporate social responsibility authenticity, suggesting that organizations whose environmental initiatives are perceived as genuine attract more attention. Personal environmental orientation also shows a significant positive relationship, highlighting that individuals who prioritize environmental issues are more likely to be drawn to companies that share their values. While green recruitment and green training and development are positively correlated with organizational attractiveness, their impact is comparatively weaker, suggesting that while these practices are important, the more comprehensive and integrated efforts of fostering a green culture and demonstrating authentic CSR have a more substantial effect on an organization's appeal.

Regression Results

This section assesses the predictive value of green approaches on organizational attractiveness.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig.	F Change
1	.833	.693	.689	.34946	.693	176.848	5	391	.000	2.125

Predictors: (Constant), CSR Authenticity, Green Training and Development, Green Recruitments, Personal Environmental Orientation, Green Culture

b. Dependent Variable: Organizational Attractiveness

Table 6 presents the model summary for the regression analysis, which assesses the impact of green training and development, green recruiting, green culture, personal environmental orientation, and corporate social responsibility authenticity on organizational attractiveness. The R-value of 0.833 indicates a strong positive correlation between the independent variables and organizational attractiveness. The R-squared value of 0.693 means that the model, consisting of these five independent variables, explains approximately 69.3% of the variance in organizational attractiveness. The adjusted R-squared value of 0.689 slightly accounts for the number of predictors, reinforcing the model's reliability. The standard error of the estimate, 0.34946, reflects the average deviation of the observed values from the regression line, suggesting a good fit. The F-change value of 176.848, with a significance level of 0.000, confirms the statistical significance of the model, indicating that the independent variables collectively have a substantial effect on organizational attractiveness. Finally, the Durbin-Watson statistic of 2.125 indicates no significant autocorrelation in the residuals, further supporting the model's validity.

Table 7: Analysis of Variances (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	107.987	5	21.597	176.848	.000 ^b
	Residual	47.751	391	.122		
	Total	155.738	396			

a. Dependent Variable: Organizational Attractiveness

b. Predictors: (Constant) CSR Authenticity, Green Training and Development, Green Recruitments, Personal Environmental Orientation, Green Culture

Table 7 presents the Analysis of Variance (ANOVA) for the regression model, examining the relationship between the independent variables and organizational attractiveness. The regression sum of squares is 107.987 with 5 degrees of freedom, and the regression mean square is 21.597. This is compared to the residual sum of squares of 47.751 with 391 degrees of freedom, and the residuals' mean square is 0.122. The F-statistic is 176.848, with a p-value of 0.000, indicating that the regression model is statistically significant. This suggests that the independent variables—corporate social responsibility authenticity, green training and development, green recruiting, personal environmental orientation, and green culture—have a significant impact on organizational attractiveness. The total sum of squares is 155.738, representing the overall variation in the dependent variable. These findings indicate that the model explains a substantial proportion of the variation in organizational attractiveness, highlighting the importance of the factors included in the analysis.

Table 8: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.938	.105		8.948	.000	.732	1.145		
GTAD	.054	.023	.072	2.412	.016	.010	.099	.882	1.133
GR	-.017	.023	-.026	-.752	.452	-.062	.028	.642	1.557
GC	.329	.047	.396	6.937	.000	.235	.422	.241	4.154
PEO	.081	.038	.111	2.154	.032	.007	.155	.293	3.410
CSRA	.298	.044	.365	6.755	.000	.211	.385	.269	3.724

a. Dependent Variable: Organizational Attractiveness

Table 8 displays the baseline level of organizational attractiveness when all other variables are set to zero, which is statistically significant and supports the validity of the model. Among the independent factors, green training and development have a positive but limited impact on organizational attractiveness. While statistically significant, this variable has a smaller influence compared to others. Green recruiting, however, did not show a significant effect on organizational attractiveness, suggesting that this factor may not be as influential in enhancing an organization's appeal. In contrast, green culture has a significant positive effect on organizational attractiveness, indicating that organizations with a well-established green culture are more appealing to potential recruits. Likewise, personal environmental orientation positively influences organizational attractiveness, showing that individuals who prioritize environmental issues are more drawn to companies that share their values. Corporate social responsibility (CSR) authenticity also has a significant positive effect on organizational attractiveness, suggesting that companies perceived to be genuinely committed to CSR initiatives are more attractive to prospective employees. Overall, green culture, personal environmental orientation, and CSR authenticity are the most influential factors in boosting organizational

appeal. The collinearity statistics confirm that multicollinearity is not a significant issue, ensuring that the results accurately reflect the contribution of each variable.

5. Discussion

While researchers have long studied organizational attractiveness, the findings of this study, which emphasize the critical role of applicants' perceptions of green culture in enhancing an organization's appeal, align with past research that highlights the positive impact of sustainable organizational cultures on job seekers' perceptions. Turban and Greening (1997) found that organizations with strong CSR initiatives, often including eco-friendly programs, are more attractive to potential employees. Jones et al. (2014) further noted that an organization's reputation and overall appeal are significantly enhanced by a strong environmental culture, with a company's green culture directly influencing its attractiveness. The present findings reinforce this view, demonstrating that CSR plays a significant role in enhancing a company's appeal. This is consistent with studies by Aguilera et al. (2007), Dahal (2021), and Lin-Hi and Müller (2013), which suggest that CSR has a greater impact on organizational attractiveness when it is seen as genuine rather than merely a marketing tactic. When CSR initiatives are an integral part of a company's strategy, they signal to prospective employees that the business is committed to sustainability, which in turn makes it more attractive to job seekers.

Conversely, the influence of personal environmental orientation on a company's attractiveness supports the claims made by Ramus and Steger (2000), who argued that individuals with a heightened awareness of environmental issues are more likely to seek out companies that align with their values. However, this study found that the effect of environmental orientation on organizational attractiveness was weaker than the impacts of green culture and CSR authenticity. This contrasts with Behrend et al. (2009), who suggested that the environmental orientation of sustainability-conscious individuals plays a significant role in their career choices. The discrepancy in the magnitude of the effect could be attributed to regional differences in environmental consciousness or variations in the demographic composition of the sample. Additionally, the modest impact of green training and development aligns with Renwick et al. (2013), who argued that while green training enhances employees' sustainability-related skills and knowledge, its effect on organizational appeal is often indirect. While the findings suggest that green training alone may not be the primary factor attracting job seekers to a company, it contributes to cultivating a sustainable organizational climate. The study indicates that while green training is essential, other factors, such as green culture and CSR authenticity, have a more direct influence on how a company is perceived. This contrasts with the view expressed by Renwick and Redman (2013), who emphasized green training as a key component in attracting talent.

Interestingly, contrary to previous studies, our research found no statistically significant effect of green recruiting on organizational attractiveness. Guerci et al. (2016) and Kramar (2014) have suggested that environmentally conscious job seekers are drawn to companies that showcase their commitment to sustainability through green recruiting strategies. However, the lack of significant results in our study may indicate that deeper organizational practices, such as a robust green culture or authentic CSR, are necessary to complement green recruiting efforts. This implies that rather than focusing solely on recruiting activities,

the broader, integrated implementation of green practices plays a more influential role in attracting job seekers. Albinger and Freeman (2000) emphasized the importance of combining various green practices to enhance organizational attractiveness, and our regression model supports their findings. The R-Square values from the study demonstrate that green culture, genuine CSR, personal environmental orientation, and green training collectively contribute to making a company more appealing to potential employees.

In contrast to previous studies that identified overlapping impacts between green recruiting and other environmental practices, our results are more robust, as multicollinearity among the variables was not present (Guerci et al., 2016). Green practices and organizational attractiveness are well-established areas of research, and this study contributes to and reinforces that body of knowledge. It confirms that genuine CSR activities and a strong green culture are key motivators, with green training and personal environmental orientation serving as supplementary factors. However, further research is needed, as the effect of green recruiting was not statistically significant in this study. This research advances the ongoing discussion on how businesses can leverage sustainability as a recruiting tool, emphasizing the importance of a company-wide commitment to and adoption of green practices.

6. Conclusion

Focusing on green practices, this research explores the situation for companies with less appealing images, highlighting the increasing importance of sustainability in the workplace. The study's key findings emphasize that green culture and genuine CSR are the most significant factors making a business attractive. More and more job seekers are looking for companies whose values align with their own, particularly in terms of personal and social sustainability. Therefore, it is crucial for businesses to integrate environmental principles into their core values, rather than treating them as mere relationship tactics. It's time to embrace the "green" mindset; just like an artist with tools, organizational strategists must incorporate these practices to enhance their brand's appeal. Personal environmental orientation also impacts organizational attractiveness, though to a lesser extent. The research indicates that organizational-level behaviors, such as a strong green culture and authentic CSR, have a greater influence on perceptions of sustainability than individual preferences. Job seekers are likely to prioritize an organization's broader environmental commitment over their personal preferences when choosing an employer. Interestingly, green recruiting methods did not significantly affect the appeal of organizations, contrary to some previous studies. This supports the idea that sustainability-focused recruitment efforts may fall short without a genuine, systemic commitment to green practices. Employers are seeking individuals who are truly dedicated to the environment, not just those offering lip service.

When it comes to influencing a company's desirability, green training and development play a secondary but complementary role. While green training helps build a more sustainable workforce, the core principles and values of a business appear to be more appealing to job candidates. Therefore, companies that wish to stand out for their environmental consciousness should focus on two key areas: establishing a strong, authentic green culture and ensuring that their CSR initiatives are integrated with their core business activities. Making a tangible impact on the lives of job seekers requires authenticity and embedding sustainability into every facet of the business. This study contributes to the literature on green HRM and

organizational attractiveness, providing valuable insights for companies looking to leverage environmental sustainability to attract and retain top talent.

7. Implications and Future Look

This study holds significant implications for HR strategists, policymakers, and future academics, particularly in the realm of Green Human Resource Management (GHRM) practices and organizational attractiveness. Both the practical and theoretical outcomes of sustainable business operations shed light on how firms can adapt to evolving labor market choices and shifting social expectations. The findings emphasize the importance for HR strategists to embed sustainability into HR policies and practices. Sustainability must now be an integral part of corporate culture and strategy. A strong green culture and authentic CSR initiatives are key drivers in attracting talent, particularly younger, environmentally conscious workers. HR departments should implement comprehensive green training programs, foster green leadership, and offer clear pathways for employees to engage in sustainability efforts. To avoid employee cynicism, green recruitment practices must be more than superficial; organizations need to demonstrate that environmental sustainability is a core aspect of their operations. Such a shift could enhance employee satisfaction, retention, and overall organizational performance.

Governments can encourage the adoption of Green Human Resource Management (GHRM) by offering tax incentives, subsidies, and recognition programs to businesses that embrace environmentally friendly practices. Policymakers can also mandate corporate sustainability reporting to ensure transparency and accountability, aiding job seekers in making informed decisions. By rewarding green behaviors, policymakers can foster a labor market that prioritizes environmental responsibility, benefiting both companies and society. This research opens up several possibilities for future studies. Expanding the research to other sectors or regions could help validate the findings on organizational attractiveness through GHRM in Nepal's IT industry.

Future research could explore how personal environmental attitudes and organizational-level green practices influence job seekers' decision-making. Another valuable area of study would be examining the long-term effects of GHRM on employee engagement, performance, and retention. Additionally, research on sustainability and technology, particularly the role of digital technologies in promoting green HR practices, could provide valuable insights. Finally, longitudinal studies on the development of GHRM would offer a deeper understanding of how these practices impact organizational performance in an eco-conscious environment.

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