

The role of CSR and prestige in linking green recruitment to job pursuit intentions

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Abstract

Generation Z is recognized for its high level of environmental awareness, which shapes how they evaluate potential employers and respond to organizations that demonstrate sustainability commitments. This study examines the role of green recruitment (GR) in influencing job pursuit intention (JPI) among Generation Z in Indonesia by drawing on social identity theory and signaling theory. Specifically, the study investigates whether corporate social responsibility (CSR) and organizational prestige (OP) mediate the effect of GR on JPI. Using a sample of 106 Generation Z respondents, the data were analyzed using SmartPLS 3.0 to test seven proposed hypotheses. The results show that GR significantly enhances perceptions of CSR and OP, but it does not directly influence JPI. OP was found to have a positive effect on JPI, although it does not mediate the relationship between GR and JPI. Conversely, CSR serves as a significant mediator between GR and JPI, indicating that Generation Z job seekers respond more strongly to organizations that demonstrate genuine CSR engagement. However, CSR itself does not exhibit a direct significant effect on JPI, suggesting that applicants may prioritize organizations' more concrete and visible attributes. Overall, the findings emphasize the important mediating role of CSR compared to OP and underscore the need for organizations to implement strategic GR practices that strengthen sustainability perceptions and enhance employer attractiveness. These insights provide practical guidance for organizations seeking to design recruitment strategies that are both effective and environmentally responsible.

Introduction

Human resources play an important role in the formulation and implementation of successful environmental management (Chams & García-Blandón, 2019). The increasing environmental damage today has made companies start to change traditional human resource management to green human resources management (GHRM) (Wang et al., 2023). In traditional human resources, they do not focus on green strategies, and they only focus on economic goals (Zhao et al., 2020), so to implement an effective and efficient green strategy, companies need to implement GHRM, because GHRM can enhance organizational capacity to attract environmentally aligned talent and achieve both sustainability and profitability goals (Zaid et al., 2018; Umrani et al., 2022). GHRM itself consists of several components, namely, in the recruitment process, training, performance, rewards, and green employee involvement in the company (Tang et al., 2018). There have been many previous studies that have tested GHRM on job pursuit intention (JPI), but there are still few studies that specifically discuss green recruitment (GR) on JPI (Damoah, 2025).

Among the various practices within GHRM, JPI has received increasing attention in recent years. JPI is considered an important mechanism for attracting and selecting candidates who possess environmental awareness and are willing to contribute to organizational environmental performance (Tang et al., 2018). Through GR, organizations communicate their environmental values and sustainability commitments to potential applicants. Previous studies suggest that environmentally oriented recruitment practices can serve as signals to job seekers about the organization's environmental responsibility and ethical orientation (Guerci et al., 2016; Guillot-Soulez et al., 2022). By implementing GR, companies will be more effective and efficient by directly recruiting and selecting job candidates who already have green concerns, compared to job candidates who do not have previous green interests and concerns.

At the same time, demographic changes in the labor market have created new challenges and opportunities for organizational recruitment strategies. Generation Z (born 1995–2010) is currently entering the workforce and represents one of the largest emerging segments of the global labor market. According to Deloitte (2025), Generation Z demonstrates a relatively high level of environmental awareness compared to previous generations. Members of this generation tend to place greater emphasis on ethical values, sustainability, and corporate responsibility when evaluating potential employers. Research by Djafarova and Foots (2022) also indicates that Generation Z individuals are strongly influenced by information obtained through social media and digital platforms, which often highlight environmental and social issues. Consequently, these values shape their attitudes toward organizations and influence their job search behavior and employer preferences. In this context, companies are increasingly encouraged to align their recruitment strategies with sustainability principles to attract Generation Z job seekers. GR practices may serve as a strategic tool for organizations to communicate their environmental commitment and differentiate themselves in a competitive labor market. Previous studies have shown that job seekers are more likely to pursue employment in organizations that demonstrate strong environmental responsibility and sustainability practices (Damoah, 2025). However, the mechanisms through which GR influences job seekers' JPI remain insufficiently explored.

One potential explanation lies in the role of organizational signals related to corporate social responsibility (CSR) and organizational prestige (OP). Corporate social responsibility reflects a company's commitment to ethical, social, and environmental responsibilities beyond economic objectives (Freitas et al., 2020; Wang et al., 2023). The implementation of CSR initiatives can strengthen an organization's reputation and enhance stakeholders' perceptions of the organization (Fraj-Andres et al., 2012). Previous research suggests that job seekers are more attracted to organizations that actively implement CSR practices because such organizations are perceived as more ethical, responsible, and socially desirable employers (Akisik & Gal, 2017). Similarly, OP defined as the extent to which an organization is positively perceived by external stakeholders, may also influence job seekers' attraction and intention to pursue employment within the organization (Ghouri et al., 2020; Ostic et al., 2021).

GHRM is a new area of human resource practice, although previous studies have explored the relationship between GHRM practices and JPI, several gaps remain in the literature. First, most studies examine GHRM as a broad construct rather than focusing specifically on GR. Second, prior research tends to analyze the mediating roles of CSR or organizational reputation separately, rather than examining their simultaneous influence in explaining how GR shapes job seekers' behavioral intentions. Furthermore, empirical evidence focusing on Generation Z job seekers in emerging economies, particularly in Indonesia, remains limited. Therefore, this study investigates the effect of GR on JPI among Generation Z in Indonesia by examining the mediating roles of CSR and OP. Drawing on signaling theory and social identity theory, this study proposes that GR practices act as signals that shape job seekers' perceptions of an organization's CSR engagement and prestige, which subsequently influence their intention to pursue employment within the organization. By examining this dual mediation mechanism, the study contributes to the human resource management literature by providing a deeper understanding of how environmentally oriented recruitment practices influence the employment intentions of Generation Z.

Literature Review and Hypotheses Development

Employer branding

Employer branding refers to the image and reputation of an organization as an attractive and desirable place to work for both prospective and current employees (Špoljarić & Ozretić, 2023). Organizations develop employer branding strategies to attract, retain, and enhance the loyalty of high-quality employees, while simultaneously strengthening their image as competitive and desirable workplaces (Vieira et al., 2024). In this context, job seekers' identification with the company brand, work community, and CEO as a human brand has been shown to significantly influence their intention to apply, with identification with the work community emerging as the most dominant factor in external employer branding (Hollstein et al., 2025). This indicates that employer branding not only shapes positive perceptions of the organization but also plays a critical role in influencing candidates' decisions when choosing a workplace. With the growing emphasis on sustainability issues, the concept of employer branding has evolved into green employer branding, which emphasizes the integration of environmental values into organizational strategies as part of green human resource management practices (Memis & Yildiz, 2026).

Organizational attractiveness

Organizational attractiveness refers to the extent to which an organization is perceived as an appealing place to work by prospective employees, ultimately influencing their intention to apply for a job (Coelho et al., 2022). This concept is commonly understood as an individual's overall attitude or evaluation of an organization's attractiveness based on available information, including its reputation, indirect experiences, and organizational communications (Younis & Hammad, 2021). In the literature, organizational attractiveness is considered a key determinant in shaping intention to apply, as positive perceptions of an organization increase the likelihood that individuals will be interested in joining it (Coelho et al., 2022; Ghorbanzadeh et al., 2026). Furthermore, organizational attractiveness is influenced by various factors such as the values offered by the organization, workplace culture, and the alignment between individual and organizational values (person–organization fit) (Mutonyi et al., 2022; Chawla, 2020; Huang, 2022). Therefore, organizational attractiveness is a crucial concept in explaining how strategies such as employer branding can shape job seekers' perceptions and drive their decisions in choosing an organization as a place to work.

Sustainability signaling credibility

Sustainability signaling credibility refers to the extent to which stakeholders, including potential job applicants, perceive a company's sustainability messages as trustworthy and genuine (Behre & Cauberghe, 2025). Rooted in signaling theory, the effectiveness of sustainability communication depends not only on the presence of signals but also on their credibility in reducing information asymmetry and skepticism among external audiences. In other words, the more credible the signal, the higher the level of trust in the organization's sustainability claims. Signals that are costly to implement and easily verifiable are more likely to be interpreted as honest indicators of organizational commitment rather than symbolic gestures (Carson & Westerman, 2023). As a result, stakeholders are more likely to believe that the organization's sustainability efforts reflect genuine intentions rather than impression management, which in turn strengthens their trust and positive evaluation of the organization. In the context of recruitment, such credibility becomes particularly important, as job seekers rely on trustworthy signals to assess whether an organization's stated values align with its actual practices.

Green recruitment (GR)

An important element in environmentally friendly HRM is GR because it aims to reduce the environmental impacts and costs of the process of new employees. In doing so, GR supports corporate sustainability by reducing waste and pollution (Martins et al., 2021; Pham & Paille, 2020).

GR incorporates the use of digital technology into the processing of job applications. Examples include conducting interviews online and reducing paper usage during each stage of the recruitment process (Jamil et al., 2023). In addition to these cost efficiencies, GR also draws the interest of those potential employees who are highly motivated by environmental issues (Damoah, 2025). GR's minimization of energy consumption and pollution means that it contributes to a strengthening of the environmental management systems at the organizational level (Pham & Paille, 2020).

Corporate social responsibility (CSR)

CSR is a term that refers to a company's responsibilities aside from its profit-seeking business activities; it positions companies as moral agents who are responsible for the welfare of local communities and society on the whole (Moorthy et al., 2017). CSR consists of self-regulation and accountability to stakeholders and to the general public through initiatives ranging from philanthropy, ethical employment practices, community engagement, and environmental stewardship to the implementation of sustainable business practices (Tamvada, 2020). The concept of CSR goes beyond obligations in a purely legal sense by focusing on the importance of responsibilities of an ethical and financial nature that also consider the interests of all stakeholders (Awa et al., 2024; Siltaloppi et al., 2021). In addition to this altruism, the implementation of CSR can also be strategic as it involves integrating social responsibility into a company's core business processes (Marques-Mendes & Santos, 2016). In this way, in addition to increasing profitability, CSR also enables a business to have a positive impact on society.

Organizational prestige (OP)

The term OP refers to how a company is perceived by external parties in terms of its status and reputation. These external parties can be both employees and prospective employees. Its OP influences a company's ability to attract necessary resources, talented human resources, and partnerships with other organizations (Gkorezis et al., 2011; Sharma & Tanwar, 2023). There are various factors that play an important role in shaping OP; these include organizational history, achievements, leadership, and the quality of products or services (Peña-González et al., 2021). A high level of OP enhances a firm's credibility and strengthens stakeholders' trust, thereby reinforcing competitive advantage and fostering an environment conducive to growth and innovation (DePatie et al., 2024; Cheng et al., 2022). Therefore, OP not only functions as a corporate asset in terms of reputation but also as a strategic factor capable of determining the long-term success of a company.

Job pursuit intention (JPI)

JPI refers to a person's motivation and willingness to be active in seeking and applying for job vacancies; this reflects the extent to which a person engages in activities such as networking, searching for job vacancies, and making applications (Song et al., 2024; Dutta & Mishra, 2021). There are several factors that influence JPI; these include personal goals, career aspirations, the perceived condition of the labor market, an individual's current job, and the degree to which they are satisfied with it (Bogan et al., 2020; Dutta & Mishra, 2021). There are also external factors that influence JPI; these include the prevailing economic conditions, which can determine the likelihood that someone will continue searching for a job (Dutta & Mishra, 2021). If organizations are to develop effective recruitment strategies, especially in competitive labor markets or in rapidly growing industries, it is critical that they understand these factors so that they can address the challenge of labor shortages (Phillips et al., 2015).

Green recruitment and job pursuit intention

As an environmentally friendly recruitment process, GR when implemented by companies means that prospective candidates are weighed according to green criteria and environmentally friendly technology is used, like sending documents via email to limit the amount of paper used in the

process (Pham & Paillé, 2020). The researchers employ the signaling theory to explain that, through the use of GR, companies are sending signals to potential employees who have a high concern for green issues (Tang et al., 2018). The signals provided by GR can cause many such candidates to be interested in applying for a job vacancy at the company because they will feel that there is a match between the company's environmental concerns and their own (Rekha et al., 2026). This accords with several previous studies (Chaudhary, 2019; Khan & Muktar, 2020) which reveal that there is a positive relationship between the GR variable and the JPI variable.

Green recruitment has a positive effect on CSR

CSR reflects a company's commitment to fulfilling its social and environmental responsibilities, which shapes how stakeholders evaluate the organization. A strong CSR orientation signals ethical conduct and concern for broader societal and environmental issues, thereby enhancing corporate reputation (Freitas et al., 2020; Wang et al., 2023). CSR, therefore, is not only an outcome of organizational values but also a manifestation of internal practices that support sustainability objectives.

GR, as a key practice within GHRM, focuses on attracting individuals who possess environmental awareness and values aligned with sustainability goals (Hameed et al., 2022). This practice contributes to CSR because hiring environmentally conscious employees increases the organization's capacity to implement environmentally responsible activities and reduces the likelihood of practices that harm the environment. This dynamic can be understood through the lens of signaling theory, wherein GR communicates the organization's commitment to sustainability, which is then reflected in stronger CSR implementation. Ultimately, the integration of GR into organizational strategy strengthens CSR outcomes by embedding environmental responsibility as a consistent behavioral standard across the workforce. Empirical evidence supports this relationship, as GR-focused GHRM practices have been shown to enhance CSR performance and reduce organizational environmental impact (Wang et al., 2023).

Based on the above discussion, the following hypothesis is proposed:

H1: Green recruitment has a positive effect on corporate social responsibility.

Green recruitment has a positive effect on organizational prestige

OP refers to the extent to which an organization is perceived as reputable, desirable, and of high status by external stakeholders. Prestige is largely shaped by observable organizational actions that signal quality, values, and long-term orientation. In this regard, environmentally friendly behavior becomes an important indicator, as organizations that demonstrate sustainability commitments are more likely to be perceived as responsible and trustworthy (Ren et al., 2018; Singh et al., 2023).

GR contributes to OP by signaling the organization's commitment to environmental sustainability at the entry point of its workforce. Through signaling theory, GR reduces uncertainty for external audiences by communicating that the organization prioritizes ethical and sustainable practices, which enhances its perceived status. At the same time, social identity theory suggests that individuals are more likely to associate with organizations that possess high prestige, particularly when such prestige is built upon values they consider important. Empirical evidence supports this relationship, showing that GR practices can enhance OP by strengthening a positive organizational image (Damoah, 2025; Chaudhary, 2019).

Drawing on the preceding explanation, the hypothesis is formulated as follows:

H2: Green recruitment has a positive effect on organizational prestige.

CSR has a positive effect on job pursuit intention

CSR represents an organization's visible commitment to ethical, social, and environmental values, which plays a critical role in shaping external perceptions. A strong CSR orientation signals that the organization prioritizes not only profit but also societal well-being, thereby enhancing its overall reputation (Freitas et al., 2020; Wang et al., 2023). As job seekers often rely on limited information

when evaluating potential employers, CSR becomes a salient attribute in forming their initial impressions.

CSR influences JPI because it provides meaningful signals about the organization's values and work environment. According to signaling theory, CSR activities reduce information asymmetry by communicating that the organization is responsible, ethical, and sustainable, which increases its attractiveness to potential applicants. Furthermore, social identity theory suggests that individuals are more likely to pursue organizations whose values align with their own, as such alignment strengthens their sense of belonging and self-concept. Consequently, organizations with strong CSR practices are more likely to attract applicants who seek value congruence and meaningful employment (Song et al., 2024).

CSR initiatives do not always produce positive responses from job seekers. When such activities are perceived as lacking authenticity or are misaligned with the organization's internal practices, they may trigger skepticism regarding the firm's underlying motives (Donia et al., 2019; Scheidler et al., 2019). As a result, the effectiveness of CSR in shaping JPI may be diminished.

In light of the arguments presented above, the following hypothesis is developed:

H3: Corporate social responsibility has a positive effect on job pursuit intention.

Organizational prestige has a positive effect on job pursuit intention

OP reflects the overall attractiveness and status of a company as perceived by external stakeholders, including job seekers. A prestigious organization is often associated with superior quality, credibility, and desirability, making it more appealing to potential applicants. As prestige serves as a heuristic cue, job seekers tend to rely on it when evaluating potential employers, especially under conditions of limited information (Chaudhary, 2019).

OP influences JPI because it signals desirable organizational attributes that reduce uncertainty in the job search process. From the perspective of signaling theory, prestige communicates that the organization offers favorable working conditions, stability, and strong values, which increases its attractiveness to applicants. Furthermore, social identity theory explains that individuals are more likely to pursue employment in organizations with high prestige, as such affiliation enhances their self-concept and social identity. Supporting this argument, prior research indicates that prestigious organizations attract a wide range of stakeholders, including job seekers, due to their strong reputation and perceived value (Carballo-Penela et al., 2023).

Based on the aforementioned rationale, the hypothesis is stated as follows:

H4: Organizational prestige has a positive effect on job pursuit intention.

CSR mediates the effect of green recruitment on job pursuit intention

GR emphasizes attracting applicants who are environmentally conscious and aligned with organizational sustainability values. This practice not only determines the type of individuals entering the organization but also strengthens the organization's ability to implement socially and environmentally responsible activities. As highlighted by prior studies, GHRM practices, including GR, contribute to higher CSR by enabling organizations to fulfill social responsibilities and reduce environmental damage (Wang et al., 2023).

The mediating role of CSR can be explained by integrating signaling theory and social identity theory. GR first acts as an internal mechanism that enhances CSR by embedding environmental values within the organization. Subsequently, CSR functions as an external signal that communicates these values to job seekers, thereby increasing organizational attractiveness. At the same time, social identity theory explains that job seekers are more likely to develop JPI when they perceive alignment between their personal values and the organization's CSR orientation. Thus, CSR serves as a critical link that translates GR practices into stronger JPI.

Considering the discussion above, the following hypothesis is put forward:

H5: Corporate social responsibility mediates the effect of green recruitment on job pursuit intention.

Organizational prestige mediates the effect of green recruitment on job pursuit intention

GR represents a strategic organizational practice that emphasizes attracting environmentally conscious applicants and signaling sustainability values. Beyond its direct role in shaping applicant perceptions, GR contributes to building a favorable organizational image by demonstrating a commitment to ethical and environmental responsibility. As organizations increasingly adopt sustainability-oriented recruitment practices, these actions become visible indicators that shape how they are perceived by external stakeholders (Ren et al., 2018; Damoah, 2025).

The mediating role of OP can be explained through signaling theory and social identity theory (Chaudhary, 2019; Khan & Muktar, 2020). GR first functions as a signal that enhances OP by communicating sustainability commitment and ethical values. This increased prestige then influences JPI, as job seekers interpret prestigious organizations as more desirable and aligned with their personal values. From a social identity perspective, individuals are more likely to pursue organizations whose prestige enhances their self-image and provides a sense of belonging. Therefore, OP serves as a key mechanism that translates GR into higher JPI.

On the basis of the preceding analysis, the hypothesis is proposed as follows:

H6: Organizational prestige mediates the effect of green recruitment on job pursuit intention.

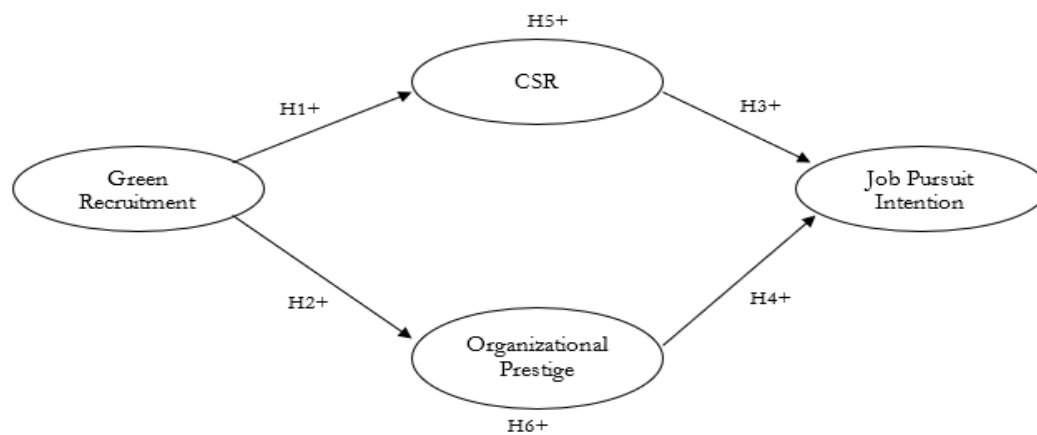


Figure 1. Research Framework

Research Methods

This study employs a quantitative research design using a survey method to examine the hypothesized relationships. Data were collected over a two-week period (17–30 November 2024) via an online questionnaire administered through Google Forms and disseminated across professional social media platforms. In addition to using the Kudata platform to ensure data integrity during the distribution process, this study implemented several procedural remedies to minimize potential data collection bias. Respondents were assured of anonymity and confidentiality to reduce evaluation apprehension, and the questionnaire items were carefully designed using clear and concise wording to minimize ambiguity and enhance response accuracy.

A purposive sampling technique was strictly implemented to ensure the validity and relevance of the responses regarding JPI. While the study is bounded by the Generation Z demographic, the primary selection criteria focused on individuals who are active job seekers or final-year higher education students currently evaluating potential employers. This functional criterion is essential as individuals in this transitional phase serve as the primary “receivers” of recruitment signals within the framework of Signaling Theory, rendering their evaluation of GR practices more authentic and reliable compared to the general population.

The study employed partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3.0. This method was selected because it is particularly robust for identifying key driver constructs and analyzing complex models with multiple mediating pathways (Hair et al., 2019). Furthermore, PLS-SEM offers superior statistical power for samples where strict multivariate normality is not assumed, making it highly appropriate for the 106 respondents in this study who

were selected based on specific purposive criteria (active job seekers). Furthermore, Hair et al. (2019) emphasize that PLS-SEM offers high statistical power in situations where sample sizes are relatively small and does not require strict multivariate normality assumptions.

This study's questionnaire used a 5-point Likert scale. The multi-items were adapted from previous relevant research and then adjusted to this study's context. The items were tested for validity and reliability before distribution. Green recruitment was measured using three items adapted from Tang et al. (2018); one representative indicator is "*Environmentally friendly companies in Indonesia apply green criteria in the recruitment and selection of job candidates*". Corporate social responsibility was measured using four items adapted from Mohr and Webb (2005); a sample indicator is "*In my view, environmentally friendly companies in Indonesia engage in activities that protect and enhance the quality of the natural environment*". Organizational prestige was assessed using three items adapted from Highhouse et al. (2003); one illustrative item is "*Environmentally friendly companies are perceived as organizations with a strong reputation as employers*". Then, Job pursuit intention was measured using three items adapted from Highhouse (2003); one example item is "*I consider environmentally friendly companies to be among the most attractive employment options for job seekers*".

Data collection result

Table 1. Profile of Respondents

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	21	19.8
	Female	85	80.2
Age	17–22 years old	43	40.6
	23–27 years old	63	59.4
Domicile	Special Region of Yogyakarta	20	18.9
	West Java	27	25.5
	Central Java	23	21.7
	East Java	11	10.4
	Other regions	25	23.6
Education Level	Junior High School	3	2.8
	Senior High School	47	44.3
	Vocational High School	5	4.7
	Bachelor's Degree	47	44.3
	Master's Degree	4	3.8

Source: Primary data, 2024

From Table 1, the demographic profile of the respondents indicates that the sample is predominantly female and largely composed of individuals aged 23–27 years. Most respondents are distributed across major regions in Indonesia, with the highest representation from West Java and Central Java, followed by the Special Region of Yogyakarta. In terms of educational background, the majority have completed Senior High School or hold a Bachelor's degree. Overall, this suggests that the sample is relatively young, moderately educated, and geographically diverse, providing a relevant basis for examining JPI among potential applicants.

Results and Discussion

Data analysis

This research was conducted by analyzing data from 106 respondents. According to Hair et al. (2017), the number of respondents in a study should be at least five times the number of items used. Since this study includes 14 research items, the minimum required number of respondents is 70. Therefore, the sample size of 106 respondents is adequate for further analysis. Figure 2 shows the analytical path used in this study. This study conducted a test to determine the hypothesis presented in the previous section.

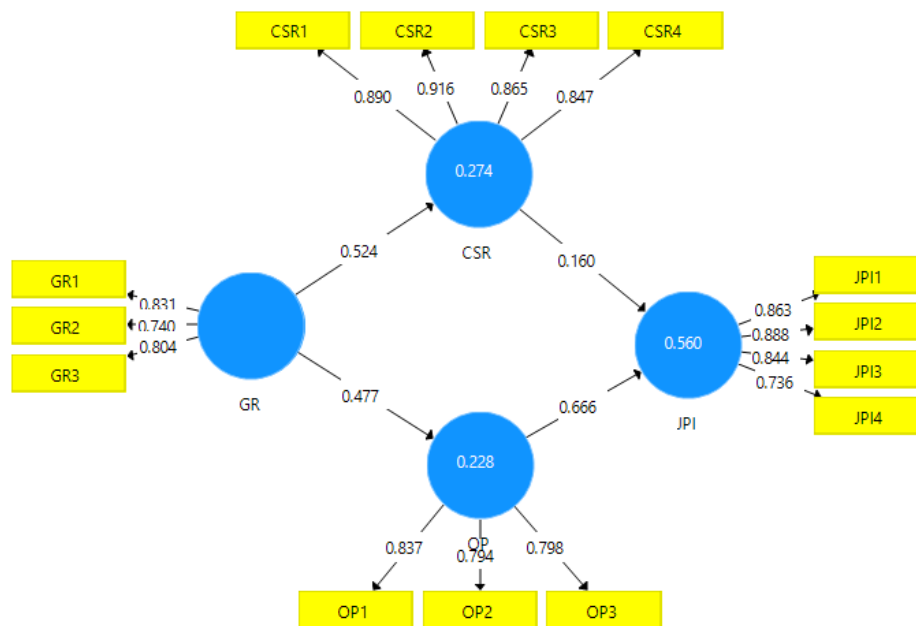


Figure 2. PLS-SEM Structural Model Output

Source: Primary data, 2024

The validity and reliability testing for the constructs (GR, CSR, OP, and JPI) produced strong and consistent results from all measures. Each had outer loadings above 0.7, indicating that they were all robust indicators of their respective constructs and, overall, made a significant contribution to the measurement model. As for reliability, Cronbach's alpha values for all of the constructs were above the 0.7 threshold (Hair et al., 2017); this demonstrated high internal consistency for each construct. Table 2 presents the construct reliability and validity testing used in this study.

Table 2. Construct Reliability and Validity Test

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
GR	0.703	0.835	0.835	0.628
OP	0.738	0.851	0.851	0.656
CSR	0.902	0.932	0.932	0.774
JPI	0.853	0.864	0.901	0.697

Source: Primary data, 2024

Note. CSR: Corporate Social Responsibility; GR: Green Recruitment; JPI: Job Pursuit Intention; OP: Organizational Prestige.

According to Table 2, the rho_A and composite reliability values, all of which were above the recommended minimum, also confirm the reliability of the constructs; this ensures that the measurement of constructs across the sample is consistent. Then, the AVE, the crucial indicator of strong convergent validity (Hair et al., 2017), exceeded 0.5 for each construct. Therefore, it can be seen that the latent constructs go a long way toward explaining the variance in the items, meaning we can be confident in the model's ability to accurately capture the underlying factors it seeks to measure. The high outer loadings, vital reliability metrics, and robust AVE values, together, suggest that the GR, OP, CSR, and JPI constructs are valid and reliable.

The subsequent stages of the analysis are afforded a solid foundation by these findings, and this ensures that this study's conclusions will be based on sound and reliable measurements. The constructs used in this research exhibit strong validity and reliability, given the outer loadings, Cronbach's alpha, rho_A, composite reliability, and AVE values. All constructs exceed, or at least meet, the commonly accepted thresholds; this indicates that the measurement model is robust and suitable for further analysis.

Table 3. Evidence for Discriminant Validity Test

	Fornell-Larcker Criterion					HTMT Ratio			
	CSR	GR	JPI	OP		CSR	GR	JPI	OP
CSR	0.881				CSR				
GR	0.530	0.796			GR	0.641			
JPI	0.464	0.391	0.850		JPI	0.541	0.519		
OP	0.472	0.516	0.705	0.761	OP	0.570	0.704	0.897	

Source: Primary data, 2024

Note. CSR: Corporate Social Responsibility; GR: Green Recruitment; JPI: Job Pursuit Intention; OP: Organizational Prestige.

According to Table 3, the model confirms that the discriminant validity requirements are met based on the Fornell–Larcker criterion. Specifically, the square root of the average variance extracted (AVE) for each construct exceeds its correlations with other constructs, indicating that each construct captures a distinct concept. Furthermore, the heterotrait-monotrait (HTMT) ratio values are all below the recommended threshold of 0.90, suggesting that discriminant validity is established and that multicollinearity is not a concern. Overall, these findings confirm the robustness of the measurement model and support its suitability for examining the relationships among GR, CSR, OP, and JPI within the Gen Z context, consistent with the guidelines by Hair et al. (2017).

Table 4. Result of Structural Model

	Relationship	Beta	Error	T statistics	P values	VIF	F ²	R ²	Q ²	Supported?
H1	GR → CSR	0.524	0.077	6.837	0.000	1.000	0.390	0.281	0.210	Yes
H2	GR → OP	0.477	0.070	6.822	0.000	1.000	0.364	0.267	0.150	Yes
H3	CSR → JPI	0.160	0.090	1.773	0.076	1.287	0.046	0.519	0.359	No
H4	OP → JPI	0.666	0.076	8.802	0.000	1.287	0.631			Yes

Source: Primary data, 2024

Note. CSR: Corporate Social Responsibility; GR: Green Recruitment; JPI: Job Pursuit Intention; OP: Organizational Prestige.

Table 4 summarizes the structural model results, including collinearity assessment, explanatory power, effect size, predictive relevance, and hypothesis testing. First, collinearity was assessed using the variance inflation factor (VIF). As shown in Table 4, all VIF values range from 1.000 to 1.287, which are well below the conservative threshold of 3.3. This confirms that multicollinearity is not a concern in the model and suggests that common method bias is unlikely to threaten the validity of the results. Second, the explanatory power of the model was evaluated using the coefficient of determination (R²). As reported in Table 4, GR explains 28.1% of the variance in CSR (R² = 0.281) and 26.7% in OP (R² = 0.267), indicating moderate explanatory power. Furthermore, CSR and OP jointly explain 51.9% of the variance in JPI (R² = 0.519), which can be considered substantial. This indicates that the model demonstrates stronger predictive capability for JPI compared to other endogenous constructs. Third, the effect size (f²) was examined to assess the relative impact of each exogenous construct. Based on Table 3, GR has a large effect on CSR (f² = 0.390) and OP (f² = 0.364). In addition, OP exerts a strong effect on JPI (f² = 0.631). In contrast, CSR shows only a small effect on JPI (f² = 0.046), suggesting a relatively limited contribution.

Fourth, predictive relevance was assessed using the Q² value obtained through the blindfolding procedure. As indicated in Table 4, all endogenous constructs have Q² values greater than zero (CSR = 0.210, OP = 0.150, and JPI = 0.359), indicating adequate predictive relevance. The relatively higher Q² value for JPI further supports the model's predictive capability. Then, the hypothesis testing results reported in Table 4 provide important insights into the proposed relationships. GR has a significant positive effect on CSR ($\beta = 0.524$, $p < 0.001$) and OP ($\beta = 0.477$, $p < 0.001$); H1 and H2 were supported. OP also has a significant positive effect on JPI ($\beta = 0.666$,

$p < 0.001$); H4 was supported. However, CSR does not significantly influence JPI ($\beta = 0.160$, $p = 0.076$); thus, H3 was not supported.

Table 5. Results of Indirect Effects

	Relationship	Beta	T statistics	P values	Lower Bound	Upper Bound	Supported?
H5	GR → CSR → JPI	0.084	1.545	0.122	-0.015	0.210	No
H6	GR → OP → JPI	0.210	4.816	0.000	0.202	0.465	Yes

Source: Primary data, 2024

Note. CSR: Corporate Social Responsibility; GR: Green Recruitment; JPI: Job Pursuit Intention; OP: Organizational Prestige.

The mediation effects were further assessed using bootstrapping with confidence intervals. The results indicate that the indirect effect of green recruitment on job pursuit intention through CSR is not significant, as the confidence interval includes zero. In contrast, the indirect effect through OP is significant, as the confidence interval does not include zero, confirming the presence of mediation. Regarding the mediation analysis, the findings in Table 5 indicate that CSR does not play a significant mediating role in the relationship between GR and JPI ($\beta = 0.084$, $p = 0.105$); thus, H5 was not supported. In contrast, OP significantly mediates this relationship ($\beta = 0.318$, $p < 0.001$); H6 was supported. This finding suggests that OP serves as a key mechanism through which GR enhances JPI. Overall, the structural model demonstrates satisfactory levels of validity, explanatory power, effect size, and predictive relevance, thereby providing strong support for the proposed research framework.

Discussion

This study examines the influence of GR, CSR, OP, and JPI. The first hypothesis, which states that GR positively influences CSR, is supported. From a signaling theory perspective, recruitment practices that emphasize environmental values serve as observable signals of an organization's genuine commitment to sustainability; these signals are subsequently reinforced through broader CSR implementation. This finding indicates that GR reflects an organization's commitment to sustainability, which is then translated into broader social responsibility initiatives (Freitas et al., 2020). From a theoretical perspective, this aligns with the view that HR practices function as micro-foundations of CSR, where recruitment becomes a mechanism to embed sustainability values into the organization (Hameed et al., 2022). In the current context, organizations that integrate environmental criteria into their hiring processes are more likely to develop consistent CSR practices, as they attract individuals who share similar values.

The confirmation of the second hypothesis substantiates that GR exerts a positive influence on OP, underscoring the pivotal role of environmentally oriented recruitment in shaping organizational reputation among external stakeholders, particularly prospective employees. Grounded in signaling theory, recruitment practices function as communicative signals that convey organizational values to the labor market (Damoah, 2025). When firms explicitly integrate environmental commitment into their recruitment processes, they project signals of ethical integrity and long-term strategic orientation (Chaudhary, 2019), thereby enhancing their perceived credibility and reputational standing. This dynamic further extends into the domain of social identity theory, as job seekers increasingly seek affiliation with environmentally conscientious employers as a mechanism for achieving favorable self-categorization within a valued social group (Tajfel & Turner, 1979; Damoah, 2025), suggesting that green recruitment not only differentiates organizations in competitive labor markets but also resonates with the identity-driven motivations that underpin contemporary talent attraction.

The third hypothesis, which states that CSR positively influences JPI, is not supported. This finding suggests that CSR is not a primary factor in applicants' decisions to pursue employment, as job seekers tend to prioritize factors with more direct personal impact, such as salary, career opportunities, and work environment. Although CSR contributes to organizational reputation and

enhances initial perceptions such as organizational attractiveness, it is not always strong enough to influence more consequential career decisions, such as JPI (Tsai et al., 2015). Furthermore, when CSR activities are perceived as insincere or inconsistent with internal organizational practices, job seekers may develop skepticism toward the company's intentions (Donia et al., 2019; Scheidler et al., 2019), which can weaken its influence on JPI.

The fourth hypothesis, stating that OP positively influences JPI, is supported. This finding shows that OP is a key factor in attracting potential applicants. Individuals are more likely to be drawn to organizations with strong reputations and positive status (Devina et al., 2016). OP is often associated with desirable attributes such as career advancement, organizational stability, and a supportive work environment (Damoah, 2025). In this study, job seekers interpret prestige as a signal of both tangible and intangible benefits, which increases their intention to apply. From the perspective of social identity theory, individuals are motivated to align themselves with organizations whose status is congruent with their desired self-image, as belonging to a prestigious organization serves as a means of enhancing one's social identity and self-worth (Tajfel & Turner, 1979). Organizational prestige therefore extends beyond functional attributes, functioning as a symbolic marker through which job seekers construct and communicate their professional identity to others (Sharma & Tanwar, 2023). Together, these perspectives suggest that OP operates through dual mechanisms, conveying credible organizational signals while simultaneously satisfying individuals' need for meaningful social affiliation, both of which converge to strengthen job pursuit intention.

The fifth hypothesis shows that CSR does not mediate the relationship between GR and JPI. This result suggests that although GR can enhance CSR, this mechanism is not strong enough to translate into applicants' intention to apply. One possible explanation is that CSR, while important at the organizational level, may not be perceived as directly relevant by job seekers when making employment decisions. From a signaling perspective, the signals conveyed through CSR may not be sufficiently salient or personally meaningful, particularly as job seekers increasingly exhibit skepticism toward CSR messages and question their authenticity (Choudhary et al., 2026; Singh et al., 2023). In practice, this implies that organizations cannot rely solely on CSR as a bridge between recruitment practices and applicant attraction. Instead, more direct and personally relevant factors may be needed to influence JPI.

The sixth hypothesis, positing that OP mediates the relationship between GR and JPI, is supported. This finding underscores the pivotal role of OP in translating GR practices into tangible applicant behavior, whereby GR first enhances perceived OP, which subsequently drives greater JPI. Drawing on signaling theory, OP amplifies the effectiveness of sustainability-related recruitment signals by rendering them more visible and meaningful to prospective applicants (Damoah, 2025; Coelho et al., 2022), suggesting that job seekers are ultimately more responsive to how sustainability initiatives shape the organization's broader image than to the initiatives themselves. This dynamic is further reinforced by social identity theory, which holds that recruitment communications reflecting a genuine commitment to environmental sustainability may strengthen the self-concept of environmentally conscious candidates, thereby fostering a stronger inclination to pursue employment with the organization (Loi et al., 2014; Damoah, 2025). Taken together, these theoretical lenses converge on a consistent conclusion: OP functions as a critical mediating mechanism through which green recruitment translates into meaningful applicant intentions.

Overall, these findings highlight that the effectiveness of GR depends not only on its implementation but also on how it shapes OP and aligns with factors that are considered relevant by job seekers in making employment decisions.

Conclusion and Implications

This study contributes to the literature by explaining how environmentally oriented recruitment practices influence job seekers' perceptions and intentions through the perspectives of Signaling Theory and Social Identity Theory. From the signaling theory perspective, GR acts as an organizational signal that communicates a firm's environmental and social commitments to

potential applicants, thereby reducing information asymmetry during the recruitment process. These signals shape how job seekers interpret the organization's values and responsibilities. From the perspective of social identity theory, sustainability-related signals may also encourage applicants to evaluate the degree of value congruence between themselves and the organization. When job seekers perceive alignment between their personal values and the organization's commitment to environmental responsibility, the organization becomes more attractive as a potential workplace. Overall, this study highlights that GR should not be viewed merely as a recruitment tool, but also as a strategic signal that communicates organizational values and supports the development of stronger employer attractiveness in a sustainability-conscious labor market.

The implication of this study for management is that companies need to employ GR practices to enhance their CSR reputation and thus their OP. This will draw the interest of prospective employees who are motivated by environmental issues. Despite the fact that CSR does not directly affect JPI, companies can use their CSR as a mediator that strengthens the relationship between GR and the interest of job applicants. Consequently, it is recommended that companies develop a good reputation for their CSR activities and communicate with external parties about it to increase their attractiveness to potential employees. Furthermore, it is vital for companies to ensure their implementation of GR is both transparent and consistent so as to strengthen the trust of those applying for jobs. This GR strategy, by factoring in social and environmental values, will be able to create a competitive advantage in a labor market that is increasingly competitive.

Limitations and recommendation

This study has several limitations that should be acknowledged. First, the sample is confined to a single national context, although the respondents were drawn from multiple regions within the country, which may restrict the generalizability of the findings to broader populations or different organizational contexts, particularly across countries. Second, the study examined only a limited set of variables, even though JPI may be influenced by a wider range of factors, such as individual motivations or organizational culture, which were not included in the present model. Future studies could therefore broaden the sampling frame and incorporate additional variables to develop a more comprehensive understanding of the determinants of JPI. Researchers may also explore how variations across industrial sectors shape the relationships among GR, CSR, and JPI. In addition, longitudinal research designs could offer deeper insights into how prospective employees' perceptions evolve over time, thereby providing a more dynamic understanding of the mechanisms identified in this study.

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