

MD. NURUN NABI
WAHIDUZZAMAN KHAN
MD. AMDADUL HOQUE
MD. FAYKUZZAMAN MIA
MD. SOLAIMAN HOSSAIN
FARHAN HASIN AYON

Effects of Green Human Resource Management on job pursuit intention: an ability-motivation-opportunities perspectives

Abstract

Research background and purpose: Drawing on the Ability-Motivation-Opportunity (AMO) theory, this study examines how Green Human Resource Management (GHRM) practices influence job pursuit intention (JPI) in the textile industry of Bangladesh. Specifically, the study investigates the direct effects of GHRM practices on JPI, the mediating role of individual green values (IGV), and the moderating role of environmental knowledge (EK).

Research design/Methodology/Approach: Survey data were collected from 306 employees working in textile manufacturing organizations in Bangladesh and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Findings: The results indicate that GHRM practices positively influence job pursuit intention both directly and indirectly. In addition, individual green values positively related to the job pursuit intention and positively mediates the relationship between GRHM and JPI. In contrast, environmental knowledge does not significantly moderate the relationship between GHRM and individual green values. By extending the AMO framework to a pre-employment context, this study demonstrates that value-based motivational mechanisms play a more decisive role than cognitive environmental knowledge in shaping job pursuit intentions.

Value added and limitations: The findings contribute to the GHRM and employer attractiveness literature and offer practical guidance for organizations seeking to enhance their attractiveness through environmental responsibility. In addition to that, the limitations of the study and recommendations for further research are also addressed.

Keywords: *Green Human Resource Management; Job Pursuit Intention; Individual Green Values; Environmental Knowledge; Ability-Motivation-Opportunity Theory; Textile Industry; Bangladesh, Environment Responsibility*

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Md. Nurun Nabi ✉
Textile Engineering Management Department, Bangladesh University of Textiles, Tejgaon, Industrial Area, 1208-Dhaka, Bangladesh; Email: nurunnabimgt@gmail.com
ORCID: 0000-0002-6736-5624

Wahiduzzaman Khan
School of Business, Ahsanullah University of Science and Technology, Dhaka, Bangladesh
ORCID: 0000-0003-4265-9009

Md. Amdadul Hoque
Department of Finance and Banking, Comilla University, Cumilla, Bangladesh
ORCID: 0009-0006-7573-3032

Md. Faykuzzaman Mia
Department of Accounting and Information Systems, Gopalganj Science and Technology University, Gopalganj, Bangladesh; ORCID: 0000-0003-4614-4467

Md. Solaiman Hossain
Department of Accounting and Information Systems, Gopalganj Science and Technology University, Gopalganj, Bangladesh; ORCID: 0009-0004-3317-619X

Farhan Hasin Ayon
Department of Textile Engineering Management, Bangladesh University of Textiles, Bangladesh; ORCID: 0009-0002-9219-5580

1. Introduction

Environmental Responsibility has become a rising concern for organizations worldwide as stakeholders demand greater responsibility for environmental impacts. In response, many organizations have incorporated environmental considerations into their human resource management systems, leading to the emergence of Green Human Resource Management. GHRM refers to human resource policies and practices designed to promote environmentally responsible behavior, support organizational environmental goals, and signal environmental values to internal and external stakeholders (Song et al., 2025).

GHRM has gained attention as a strategic tool for enhancing employer attractiveness. Prior research suggests that job seekers increasingly evaluate potential employers based on their environmental orientation, particularly when organizational values align with their own (Karmoker et al., 2025). Comprehending the influence of GHRM practices on job-seeking behavior is essential for the recruitment strategies of firms committed to environmental responsibility (Gilal et al., 2025). The adoption of GHRM practices will undeniably enhance environmental responsibility while simultaneously enhancing the industry's appeal to prospective employees (Adekoya et al., 2023). Green Human Resource Management stands out as a powerful approach for seamlessly integrating environmental considerations into organizational operations (Shah, 2019). GHRM denotes the integration of human resource practices with environmental management objectives, incorporating various activities to develop a green workforce in order to encourage sustainable behaviors within organizations (Renwick et al., 2013). Key Green Human Resource Management practices include green selection and recruitment, green training, green performance appraisal, and green organizational culture (Yong et al., 2020). These practices are designed not only to lower the carbon footprint of industrial activities but also to foster a culture of sustainability among the industry employees (Jabbour & Santos, 2008).

Job pursuit intention defined as an individual's intention to apply for and pursue employment with a specific organization, is therefore influenced not only by economic considerations but also by perceived organizational values (Hoang et al., 2020). Although a growing body of international literature has examined the relationship between organizational environmental practices and employer attractiveness (Tsai et al. 2014; Turban & Cable 2003), existing studies often focus on direct relationships and provide limited insight into the psychological mechanisms through which GHRM affects job pursuit intention. Moreover, empirical evidence from environmentally sensitive manufacturing sectors in developing economies remains scarce. These gaps call for a theoretically grounded approach that explains how organizational green signals are translated into individual employment-related decisions.

To address this need, the present study adopts the Ability–Motivation–Opportunity framework. From an AMO perspective, GHRM practices enhance individuals' perceived abilities (e.g., through green training), motivation (e.g., through value congruence and green performance appraisal), and opportunities (e.g. via a supportive green organizational culture). Individual green value denotes an individual's attitude, attention, and views about the environment (Hanson-Rasmussen & Lauver, 2017). Moreover, it refers to individuals' personal ideas and attitudes on the importance of environmental responsibility, as well as their commitment to sustainable behaviors (Kartika et al., 2023). In line with value congruence and person–organization fit theory (Cable & Judge, 1996), we propose that individual green values mediate the relationship between GHRM practices and job pursuit intention by translating organizational environmental signals into personal motivation.

Additionally, environmental knowledge refers to the understanding and realization of environmental concerns and solutions (Farag, 2024; Kartika et al., 2023). Increased understanding of the environment is considered to change environmental attitudes (Rehan et al., 2024a). In addition, both knowledge and attitudes are thought to be necessary for influencing human behaviors toward the environment and for effective environmental policymaking (Fernandez & Ganesan, 2023; Muhammad Ali & Nisar, 2023). It has been discovered that employee knowledge influences decisions and intentions. For instance, people typically avoid being involved in circumstances about which they know very little. They tend to stay away from situations when they do not know much about them (Saeed et al., 2019). According to rational choice theory and information-processing theory, environmental knowledge may shape how individuals interpret and evaluate organizational environmental signals. However, in contexts where basic environmental awareness is widespread, the incremental effect of knowledge may be limited. However, the work of Roscoe et al. (2019) reported that organizations' GHRM practices, such as green management of organizational culture, can motivate employees to implement pro-environmental initiatives in their day-to-day activities. Moreover, regulations and procedures put into place at work can have a big influence on how employees operate. It instills in them a “pro-environment” mentality at work (Gottman et al., 1998). That means the GHRM practices at the workplace might have an impact on individual green values (Kartika et al., 2023; Sultan & Hussain, 2025).

The Bangladeshi textile industry offers a theoretically and practically relevant context for this investigation. As one of the world's largest apparel-exporting industries, it is deeply embedded in global supply chains and faces increasing international pressure to improve environmental responsibility. At the same time, the sector operates within a developing economy characterized by institutional constraints and evolving labor market dynamics. Similar environmental and labor challenges are observed in other emerging economies such as India, Pakistan, and Vietnam, making Bangladesh a meaningful case for

extending GHRM theory while avoiding unwarranted generalization. Although prior studies have examined green human resource management and job pursuit intention, existing research remains fragmented in three important ways. First, most studies focus on direct relationships and overlook the underlying psychological mechanisms through which GHRM influences job pursuit intention. Second, the joint roles of individual green values and environmental knowledge within a unified AMO-based framework remain underexplored. Third, empirical evidence from environmentally sensitive manufacturing sectors in developing economies is still limited. Addressing these gaps, this study integrates GHRM, individual green value, and environmental knowledge to explain job pursuit intention within the textile industry of Bangladesh. Considering the aforementioned research problems and statements, this research formulated the following research questions that need to be addressed in this paper, aligning with the research objectives:

RQ1: How do GHRM Practices (GRS, GT, GPA, and GMOC) influence the Job Pursuit Intention (JPI) of the potential employees in the textile sector of Bangladesh?

RQ2: How does the Individual Green Value (IGV) mediate the association between GHRM and JPI?

RQ3: How does environmental knowledge moderate the relationship between GHRM and JPI, and between the Individual Green Value and Job Pursuit Intention?

This study makes three main contributions. First, it extends GHRM research into the pre-employment stage by explaining how green HR practices influence job pursuit intention through individual values. Second, it advances AMO theory by demonstrating how motivational and value-based mechanisms operate in shaping employment-related decisions. Third, it provides empirical evidence from a developing economy's manufacturing sector, clarifying the contextual boundaries of GHRM effects.

2. Theoretical background

This study implemented the Ability-Motivation-Opportunities theory to understand the influence of GHRM Practices on Individuals' JPI. The AMO hypothesis consists of three key components-individual abilities, motivation, and opportunities, which are the foundation for great performance among employees (Kartika et al., 2023). Ability encompasses recruitment, training, and engagement, aligning with the skills and knowledge required for workers to perform designated jobs (Fernandez & Ganesan, 2023). Conversely, opportunities include information exchange, which promotes employee engagement in many activities (Fernandez & Ganesan, 2023). Eventually, motivation encompasses performance management and remuneration

that improve resource performance to attain performance-related objectives (Rahman et al., 2025). Earlier studies revealed that HRM improves workers' skills by attracting and nurturing high performers; fortifies workers' dedication and motivation with strategies like variable incentives and effective assessment of performance, and provides workers with opportunities to engage in the exchange of information and resolving issues through employee involvement practices (Farag, 2024; Labelle et al., 2025; Song et al., 2025). Furthermore, previous research shows the pillar of AMO theory that shows GHRM practices have a direct relationship in building individual corporate social responsibility (Cheema & Javed, 2017). Moreover, (Jabbour & Santos, 2008) also argued that environmental training in GHRM enhances employees' abilities and motivation, which can and may be tempered by their prior environmental knowledge. Consequently, environmental knowledge has an effect on individuals' activities at the workplace. However, earlier articles have evaluated the issues of eco-friendly HR practices on environmental performances and individual performances based on AMO theory. Therefore, this research uses the AMO theory for the following purposes:

- to determine the association between GHRM practices and JPI.
- to test the mediating role of IGV in the link between GHRM and JPI.
- to test the moderating role of environmental knowledge in the link between GHRM, IGV, and JPI.

3. Literature review and hypothesis development

3.1. GHRM practices and individual green value

Organizational GHRM practices, such as Green Management of Organizational Culture (GMOC), can motivate employees to implement pro-environmental initiatives in their day-to-day activities (Roscoe et al., 2019). Additionally, an organization's green culture can encourage people to be more motivated and eager to implement mindful ecological practices (Govindarajulu & Daily, 2004). Moreover, employees who participate in green training (GT) programs will have a deeper understanding of preservation and be more attentive to ecological regulations and preventive procedures, such as waste collection and identifying sources of natural degradation. According to Turner et al. (2019) the green recruitment and selection (GRS) process helps to raise awareness of the organization's green policies among prospective employees. In addition to that, Ardiza et al. (2021) argued that green performance appraisal (GPA) can improve one's individual concerns towards the environment, which can lead to better employee environmental performance. Therefore, we can see that the GHRM practices from the past research have a favorable effect on individuals' behaviors and intentions toward the nature that surrounds us. Finally,

on the above-presented relationships, we can formally articulate the underlying hypothesis:

Hypothesis 1. Green Human Resource Management is positively associated with individual green value.

3.2. Individual green value and job pursuit intention

People, particularly employees, play important roles in accomplishing corporate objectives (Bargavi et al., 2023). The regulations and procedures exercised at work can have a big influence on how employees operate. The green practices help to develop a “pro-environment” mentality, and the successful implementation, administration, and oversight of green practices are contingent upon the cultivation of personal green values (Davidov et al., 2008). According to Alzgool (2019), GHRM practices and green management have a great influence on achieving individual green value. So, it can be argued that the GHRM practices like GT, GPA, and GRS will help to develop individual green value within the employees. The work of (Hoang et al., 2020) reported that JPI is the applicant’s intention to pursue a job in a future company, and future personnel want to work for companies that exhibit a dedication to ecological sustainability. According to Chaudhary (2018), individuals who value the environment are attracted to those pro-environmental industries that practice GHRM. Therefore, there is an obvious connection between IGV and JPI, and the following hypothesis is put forth by this study:

Hypothesis 2. Individual green value is positively associated with job pursuit intention

3.3. GHRM practices and job pursuit intention

Green Human Resource Management comprises HR practices such as green recruitment and selection, green training, green performance appraisal, and the development of a green organizational culture. These practices serve as credible organizational signals that communicate environmental responsibility to potential employees (Liu & Lin, 2020). Signaling theory suggests that such signals reduce information asymmetry and influence job seekers’ perceptions of organizational attractiveness. For instance, Story et al. (2016) found that GHRM is a major green practice that a company may invest in to improve its reputation and demonstrate a socially and environmentally conscious organization to potential employees. In addition, in the Indonesian context, Ilmia & Arquisola (2022) revealed that the millennial workforce prefers industries that use GHRM tactics to monitor work performance, whereas less innovative green training is less appealing. Additionally,

the work of Ali et al. (2017), GHRM practices such as green training, and green performance appraisal can attract Job seekers for Pakistan's T&A industry. Empirical studies conducted in Europe, the United States, and East Asia have shown that environmentally responsible organizational practices enhance employer reputation and applicant attraction (Cable et al. 2015; Tsai et al. 2014; Turban and Cable 2003). Based on these literatures, we propose:

Hypothesis 3. Green Human Resource Management is positively associated with job pursuit intention

3.4. Mediation role of individual green value

Individual green values reflect the importance individuals place on environmental protection and responsibility. According to value congruence and person–organization fit theory, individuals are more likely to pursue organizations whose values align with their own (Cable & Judge, 1996). GHRM practices signal organizational environmental values, which can activate and reinforce individuals' green values, thereby enhancing motivation to pursue employment. People who care about the environment feel an affinity between the organization's ideals and their own, which increases their desire to work for that company (Boğan et al., 2020). In addition, people are inspired to achieve a business's environmental and ecological objectives when they share the same green ideals and values (Rehan et al., 2024). Consequently, we can see the green practices might affect one's environmental orientation, which can in turn influence the JPI of employees. Therefore, based on the preceding discussions, we put forth the following hypothesis:

Hypothesis 4. Individual green value positively mediates the relationship between Green Human Resource Management practices and job pursuit intention.

3.5. Moderating role of environmental knowledge

Environmental knowledge means the comprehension and awareness of environmental challenges and their alternatives (Rehan et al., 2024). Scholars believe that an increased understanding of the environment is the prerequisite to changing environmental attitudes. Both knowledge and attitudes are thought to be necessary for influencing human behaviors toward the environment and for effective environmental policymaking (Ramsey & Rickson, 1976). It has been discovered that employee knowledge influences decisions and intentions. As a result, if they get a better knowledge about the environmental practices and policies by the Green HR practices, they will be more drawn toward those companies (Zhu et al., 2022). According to rational choice theory, individuals use

knowledge to evaluate the expected benefits and credibility of organizational actions. From an information-processing perspective, higher environmental knowledge may enable individuals to better interpret green HR signals. Therefore, environmental knowledge may strengthen the influence of GHRM on individual green values. As a result, we formulated the underlying hypotheses:

Hypothesis 5. Environmental knowledge positively moderates the relationship between individual green value and job pursuit intention.

Hypothesis 6. Environmental knowledge positively moderates the relationship between Green Human Resource Management practices on job pursuit intention.

3.6. Research framework

Despite the growing importance of GHRM, there remains a limited understanding of how these practices influence job pursuit intentions, particularly within the context of the textile industry. The prior research was unable to show strong evidence on this relationship. In accordance, this research intends to look into the connections between GHRM on Job pursuit intentions of the job seekers in the industry. It evaluates the mediating effect of IGTV between:

- GHRM practices and JPI. Then it evaluates the moderation influence of environmental knowledge on,
- GHRM and JPI,
- IGV and JPI. Based on the literature, the study proposes a strong influence of GHRM on JPI.

For this study, we theoretically created a research framework that is illustrated in Figure 1.

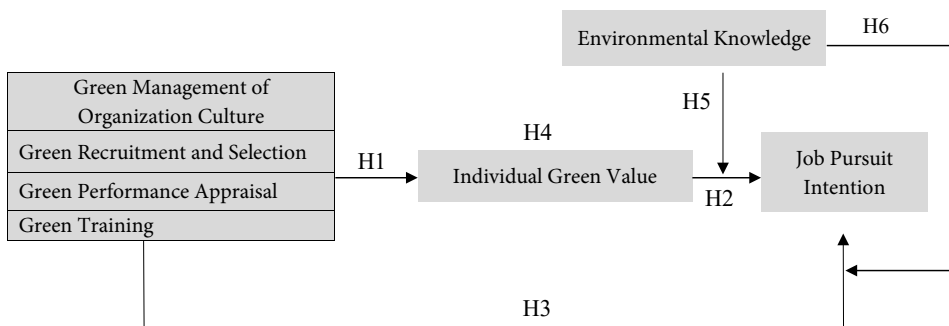


Figure 1. **Conceptual research framework**

Source: own study

4. Research methodology

4.1. Questionnaire design

The primary data of the study were collected using the survey method with a structured questionnaire.

All measurement scales were adapted from prior studies and slightly modified to fit the textile industry context. GHRM practices were measured using items related to green recruitment and selection, green training, green organizational culture, and green performance appraisal. Job pursuit intention, individual green values, and environmental knowledge were measured using established scales from prior studies. A pilot test was conducted to ensure clarity and contextual appropriateness of the questionnaire. Then we used a Likert scale to develop the questionnaire with 5 points, and all construct sizes have measurement elements ranging from 1 (strongly agree) to 5 (strongly disagree). For measuring GHRM practices, four dimensions – GRS, GT, GMOC, and GPA were used, and a total of 11 measurement instruments were utilized. GRS-related 3 questionnaires were adapted from Malik et al. (2021), to represent GT, 3 items were adapted from Raza & Khan (2022); Saeed et al. (2019), the 3 items for GPA were adapted from Ghouri et al. (2020) and for GMOC, 2 questionnaires were taken from Roscoe et al. (2019b). IGTV was measured by 2 measurement items, and the scale of IGTV was adapted from Islam et al. (2020). All of the measurement scales have been represented in the Appendix-A.

4.2. Sampling method and data collection

Data were collected from employees working in textile manufacturing organizations in Bangladesh. Cochran's formula was used to estimate the minimum required sample size (Chanuan et al., 2021). Initial respondents were recruited through professional networks and industry contacts and were asked to forward the survey to eligible colleagues. Eligibility criteria included current employment in a textile organization and a minimum of six months of work experience. A total of 329 responses were received. After excluding 23 incomplete or inconsistent questionnaires, the final sample comprised 306 usable responses. To reduce potential selection bias, data were collected from employees across multiple organizations and responses were screened for consistency. Due to the absence of a comprehensive sampling frame in the textile sector of Bangladesh, a snowball sampling technique was employed. The following equation was employed for calculating the suitable sample size:

$$n_0 = \frac{Z^2 pq}{e^2}$$

where,

$z = 1.645$ (standard normal distribution value at 90% confidence interval)

p = anticipated population proportion (here, $p = 50\%$)

$q = 100 - p$

e = margin of error (here, $e = 5\%$)

n = sample size

Cochran's sample size formula gives us a minimum sample size of about 271 employees for the collection of data. So, about 306 responses are sufficient to carry out the study. Initially, a pilot survey was conducted with 30 respondents to ensure the clarity and comprehensibility of the questionnaires. It also ensures that it will be easily understandable by the participants and that they will be able to provide accurate responses during the main survey. 420 questionnaires were distributed to respondents through online mediums, and 329 valid questionnaires were received; 304 were useful for additional research and analysis. Out of the 306 employees in the study, 85 (25.8%) were female and 244 (74.2%) were male. Table 1 shows demographic features of the respondents.

Table 1. **Socio-demographic factors of the participant**

	Response	Frequency(N)	Percentage%
Gender	Male	244	74.2
	Female	85	25.8
Work experience	Fresher	144	43.8
	<5 years	128	38.9
	5-10 years	30	9.1
	10-20 years	21	6.4
	>20 years	6	1.8

Position	Junior executive	125	38
	Executive officer	92	27.9
	Senior executive	31	9.4
	Assistant manager	25	7.6
	Deputy Manager	16	1.8
	Manager	23	7
	Assistant General Manager	5	1.6
	Deputy General Manager	7	2.1
	General Manager	5	1.5
Type of industry	Yarn Industry	26	7.9
	Fabric Industry	50	15.2
	Dyeing Industry	41	12.5
	Printing Industry	15	4.6
	Washing Industry	17	5.2
	Garments Manufacturing	128	38.9
	Others	52	15.8
Working department	R&D	52	15.8
	Production	60	18.2
	Supply chain	13	4
	Merchandizing	92	28
	Operation	22	6.7
	Marketing	30	9.1
	Quality	27	27
	Human Resources Department	12	3.6
	Others	21	6.3

Source: authors own work

4.3. Data analysis procedure

Smart PLS 4.1.0.8 was used to test the hypothesized relationships. It is a rigorous approach for analyzing survey data statistically. Additionally PLS-SEM was selected due to its suitability for prediction-oriented research, complex models with mediating and moderating relationships, and its robustness with non-normal data (Fong & Law, 2013). Recent methodological literature recognizes PLS-SEM as appropriate for theory development and exploratory extensions of established frameworks. (Sarstedt et al., 2020) This PLS-SEM analysis has two phases: firstly, it evaluates the measurement model, and then it assesses the structural model to find out the relations among different variables. Convergent validity, discriminant validity, composite reliability (CR), and strong outer loading are the elements that the measurement model seeks to evaluate. Assessment of structural models assesses route coefficients and their relevance (Ringle et al., 2020).

5. Data analysis and results

5.1. Descriptive statistics

We used the Skewness-Kurtosis approach to assess each variable's univariate normality and validity. The outcomes fell within each of the permitted ranges (Karthik et al., 2014). Table 2 shows the factor loadings, standard deviation, values for skewness and kurtosis, T-statistics, P-value, VIF and confidence intervals.

Table 2. Descriptive statistics

Items	Factor loading	Standard deviation	Kurtosis	Skewness	T-statistics	P Values	Confidence Intervals		VIF
							2.50%	97.50%	
GMOC1	0.886	0.833	2.258	-1.526	42.524	0.000	4.975	5.243	1.423
GMOC2	0.887	0.744	2.135	-1.487	43.910	0.000	4.880	5.146	1.486
GPA1	0.842	0.741	2.216	-1.350	26.002	0.000	4.968	5.210	1.520
GPA2	0.835	0.668	2.524	-1.623	33.080	0.000	5.039	5.283	1.571
GPA3	0.759	0.875	2.384	-1.299	14.178	0.000	4.907	5.125	1.400
GRS1	0.822	0.839	2.221	-1.284	26.487	0.000	4.987	5.211	1.531

GRS2	0.804	0.708	1.278	-1.633	20.427	0.000	5.009	5.235	1.588
GRS3	0.756	0.672	2.289	-1.220	20.857	0.000	4.004	4.220	1.237
GT1	0.781	0.766	1.130	-1.013	16.369	0.000	5.860	6.094	1.325
GT2	0.761	0.481	1.844	-1.234	18.157	0.000	4.890	5.116	1.268
GT3	0.781	0.717	1.783	-0.858	17.447	0.000	6.733	6.957	1.298
EK1	0.783	0.681	1.680	-1.144	28.790	0.000	4.893	5.121	1.549
EK2	0.820	0.813	2.944	-0.981	27.407	0.000	6.835	7.047	1.783
EK3	0.804	0.895	1.212	-0.968	23.223	0.000	5.934	6.144	1.647
EK4	0.790	0.761	2.350	-1.360	24.127	0.000	4.086	4.296	1.718
IGV1	0.886	0.852	2.628	-1.092	34.180	0.000	5.960	6.192	1.423
IGV2	0.872	0.765	2.991	-1.136	27.671	0.000	5.132	5.328	1.423
JPI1	0.724	0.793	1.789	-1.356	19.245	0.000	6.058	6.278	1.142
JPI2	0.773	0.616	0.623	-1.798	14.632	0.000	6.053	6.329	1.275
JPI3	0.741	0.793	0.742	-1.216	13.311	0.000	6.007	6.237	1.246

Source: authors' own work

5.2. Measurement model for lower order constructs

The measurement model demonstrated satisfactory reliability and validity. Composite reliability and average variance extracted values exceeded recommended thresholds, and discriminant validity was confirmed using the Fornell–Larcker criterion and HTMT ratios. The outer loadings ought to exceed 0.708 for reliability (Henseler & Fassott, 2009). The loadings were over the threshold amount, varying from 0.724 to 0.887. Composite reliability metrics and Cronbach's Alpha should be larger than the suggested value of 0.7 (Faraj, 2005). Scores for Cronbach's alpha (CA) varied from 0.702 to 0.812. The value is higher than the suggested 0.7, suggesting a reliable and well-fitting measurement model. The lower-order constructs' CR fluctuated between 0.790 to 0.880. AVE was used to assess the validity of convergence. Every component has an AVE value between 0.557 and 0.786, which is higher than the 0.50 limit (Sarstedt et al., 2020). Table 3 shows the results of Outer loadings, Cronbach's Alpha, CR, and AVE.

Table 3. **Convergent reliability and validity analysis**

	Loading	Cronbach's alpha	CR	AVE
Green Management of Organizational Culture				
GMOC1	0.886	0.728	0.880	0.786
GMOC2	0.887			
Green Performance Appraisal				
GPA1	0.842	0.745	0.854	0.661
GPA2	0.835			
GPA3	0.759			
Green Recruitment & Selection				
GRS1	0.822	0.708	0.837	0.631
GRS2	0.804			
GRS3	0.756			
Green Training				
GT1	0.781	0.766	0.818	0.599
GT2	0.761			
GT3	0.781			
Environmental Knowledge				
EK1	0.783	0.812	0.876	0.639
EK2	0.820			
EK3	0.804			
EK4	0.790			
Individual Green Value				
IGV1	0.886	0.706	0.872	0.772
IGV2	0.872			
Job Pursuit Intention				
JPI1	0.724	0.702	0.790	0.557
JPI2	0.773			
JPI3	0.741			

Source: authors' own work

The Variance Inflation Factor (VIF) must fall less than 3.33 in order to guarantee multicollinearity (Kock, 2015). The VIF falls within the permitted range, as indicated in Table 2. Therefore, common method bias is not a significant problem in our research.

5.3. Discriminant validity

The discriminant validity has been examined using the Fornell-Larcker criterion, HTMT, and cross-loading. In Fornell-Larcker, the diagonal elements' square root of AVE should be greater compared to the other elements (Fornell & Larcker, 1981) (see Table 4).

Table 4. Discriminant validity (Fornell-Larcker Criterion)

	EK	GMOC	GPA	GRS	GT	IGV	JPI
EK	0.859						
GMOC	0.571	0.847					
GPA	0.609	0.570	0.843				
GRS	0.471	0.427	0.517	0.829			
GT	0.619	0.520	0.677	0.636	0.824		
IGV	0.668	0.559	0.550	0.475	0.546	0.819	
JPI	0.662	0.631	0.647	0.502	0.637	0.662	0.806
Heterotrait-Monotrait Ratio							
	GMOC	GPA	GRS	GT	IGV	JPI	EK
EK							
GMOC	0.824						
GPA	0.783	0.815					
GRS	0.619	0.597	0.809				
GT	0.843	0.746	0.756	0.805			
IGV	0.886	0.779	0.753	0.665	0.797		
JPI	0.737	0.651	0.761	0.760	0.595	0.716	

Note: The square root of the AVE of the construct is represented by the diagonal data (bold and italicized).

Source: authors' own work

The items had a higher factor loading on their underlying scales compared to other constructs, indicating discriminant validity. Table 2 shows the value of the cross-loading matrix. In order to guarantee discriminant validity, the ratio of HTMT should be smaller than 0.9. Table 4 shows that all the latent variables HTMT below 0.9 show satisfactory results.

5.4. Structural model assessment and hypotheses development

Structural model results indicate that GHRM practices have a significant positive effect on job pursuit intention and individual green values. Individual green values also positively influence job pursuit intention, supporting the proposed mediation. Bootstrapping results confirm that individual green values partially mediate the relationship between GHRM and job pursuit intention. However, the interaction effect between GHRM and environmental knowledge is not statistically significant, indicating that environmental knowledge does not moderate this relationship. To get the path coefficients of the variables, 5000 subsamples were bootstrapped in order to test the hypothesis. H1 assesses if GHRM significantly affects IGTV. According to Table 5 findings, GHRM significantly affects IGTV ($\beta = 0.653$, $t = 15.032$, $p < 0.001$). H1 is therefore supported. Again, IGTV and JPI show a direct and significant positive association ($\beta = 0.209$, $t = 3.674$, $p < 0.001$), confirming support for H2 and GHRM significantly affecting JPI ($\beta = 0.500$, $t = 7.773$, $p < 0.001$). H2 and H3 are therefore supported. GHRM has a significant indirect effect on JPI through IGTV, as shown in Table 6 ($\beta = 0.137$, $t = 3.486$, $p < 0.001$). In addition, the results show that there is no significant moderating impact of EK between GHRM and JPI ($\beta = 0.007$, $t = 0.107$, $p < 0.457$). Additionally, there is no discernible moderating impact of EK between IGTV and JPI ($\beta = 0.058$, $t = 0.963$, $p < 0.168$). H5 and H6 are therefore not supported.

Table 5. **Structural model assessment (Direct effect)**

	β	SD	T statistics	P values
H1: GHRM -> IGTV	0.653	0.043	15.032	0.000
H2: IGTV -> JPI	0.209	0.057	3.674	0.000
H3: GHRM -> JPI	0.500	0.064	7.773	0.000
		Mediation (indirect effect)		

Total Effect				
Path	β	T value	P value	
GHRM -> JPI	0.636	11.221	0.000	
Direct Effect				
Path	β	T value	P value	
GHRM -> JPI	0.500	7.773	0.000	
Indirect Effect				
Path	β	T value	P value	
H4: GHRM -> IGV -> JPI	0.137	3.486	0.000	
Moderation effects				
	β	SD	T statistics	P values
H5: EK x IGV -> JPI	0.007	0.067	0.107	0.457
H6: EK x GHRM -> JPI	0.058	0.061	0.963	0.168

Source: authors' own work

The predictive relevance of the model is demonstrated by a Q^2 above zero (Hair et al., 2013). The result shows the R^2 value of IGV and JPI, which are 0.425 and 0.641, respectively, and the Q^2 values for IGV and JPI are 0.417 and 0.595, showing the model has predictive relevance.

6. Discussion

The findings demonstrate that GHRM practices play a significant role in shaping job pursuit intention by signaling organizational environmental responsibility. This result is consistent with international evidence on employer attractiveness (Tsai et al., 2014; Turban & Cable, 2003) the results suggest that environmentally responsible HR practices enhance organizational appeal to potential employees. The strong association between GHRM and JPI suggests that textile firms that perform these GHRM procedures are efficient at drawing in people and can acquire qualified talent. So, organizations that will adopt green recruitment can boost their job attraction by showing their environmental responsibility through the green recruitment and selection process (Pham & Paillé, 2020). Similar to our findings, the work of Wang et al. (2023) discussed

the effects of green human resource management on the job pursuit mentality. Their outcome reported that the organizational reputation and corporate responsibility attract undergraduate students to chase their dream of achieving a sustainable future. Additionally, Suleman et al. (2023) reported that the accessibility of GHRM increases employee stability, thus reducing employee turnover to a great extent. In addition, the results reveals and it is evident that the job appeal is significantly impacted by green performance appraisal and green training. This result aligns with past research that suggests green corporate performance has a positive impact on environmental preservation, making it a successful strategy for attracting talent (Goodwin & Martam, 2014). The significant mediating role of individual green values highlights the importance of value-based motivational mechanisms. From an AMO perspective, green training enhances the ability component by developing environmentally relevant skills, green appraisal and rewards strengthen motivation by reinforcing pro-environmental values, and a supportive green culture provides opportunities for value expression. These mechanisms jointly explain how GHRM influences pre-employment intentions. Contrary to expectations of the work of Karmoker et al. (2021) who shows employee's environmentally conscious conduct, both on and off the job, is positively and significantly moderated by environmental knowledge. This finding suggests that deeply held values, rather than cognitive awareness alone, are more influential in shaping employment decisions. In contexts where basic environmental knowledge is relatively widespread, additional knowledge may not significantly alter individuals' responses to organizational green signals. Similar mixed findings have been reported in prior international studies, indicating that the role of environmental knowledge may be context-dependent.

7. Conclusion

The world is fighting against pollution and waste that cause irreversible damage to living beings and nature. That's where the exclusivity of environmental responsibility comes forward. The thinking of fulfilling the needs of the present without damaging the future is something employees in the manufacturing industry require. Considering the value, this research aims to find the interrelationship of green human resource management with the job pursuit intention of employees in the context of the textile and apparel industry. This study provides empirical evidence that green human resource management practices enhance job pursuit intention through individual green values. By extending the AMO framework to a pre-employment context and providing evidence from the textile industry in Bangladesh, the research advances understanding of how environmental responsibility shapes employment-related decisions and offers actionable insights for organizations seeking to attract talent in an increasingly environmentally conscious labor market.

This study makes several important theoretical contributions to the literature on Green Human Resource Management, employer attractiveness, and the Ability–Motivation–Opportunity framework. First, this research extends the GHRM literature by shifting the analytical focus from internal, post-employment outcomes to the pre-employment stage. Many GHRM studies focus on internal organizational outcomes like organization performance, employee engagement, motivation, or retention (Ghouri et al., 2020). However, this study demonstrates that GHRM practices also shape job seekers’ behavioral intentions. By empirically linking GHRM practices to job pursuit intention, the study broadens the theoretical scope of GHRM and integrates it more explicitly into recruitment and employer attractiveness research. Secondly, this study positions IGV as a mediator in the relationship between GHRM practices and JPI, advancing the theoretical understanding of how personal environmental attitudes interact with organizational practices (Saeed et al., 2019). Based on in person–organization fit and value congruence theory, the findings show that organizational green signals embedded in HR practices translate into employment-related decisions primarily through alignment with individuals’ environmental values (Saeed et al., 2019). This contribution moves beyond direct-effect models and clarifies *how* and *why* GHRM affects job pursuit behavior, thereby strengthening the micro-level theoretical foundations of GHRM research. Third, this research contributes to the AMO framework by explicitly extending it to a pre-employment context. The findings demonstrate that GHRM practices operate through distinct AMO mechanisms: green training and communication enhance **ability** by increasing perceived environmental competence; green appraisal and rewards strengthen **motivation** by reinforcing pro-environmental values; and a supportive green organizational culture provides **opportunities** for value expression. Importantly, the results indicate that motivational mechanisms, captured through individual green values play a more decisive role in shaping job pursuit intention than cognitive factors alone. This insight refines AMO theory by highlighting the centrality of value-based motivation in early-stage employment decisions.

Fourth, by examining the moderating role of environmental knowledge, this study contributes to ongoing theoretical debates regarding the role of knowledge in pro-environmental decision-making. Although prior research suggests that environmental knowledge enhances engagement with green initiatives (Karmoker et al., 2021), the non-significant moderation effect observed in this study suggests that knowledge alone may be insufficient to influence job pursuit intentions in contexts where baseline environmental awareness is already present. This finding helps delineate the boundary conditions of knowledge-based explanations and encourages future research to explore alternative moderators, such as perceived organizational credibility or employer reputation.

Finally, the study contributes to the international GHRM literature by providing evidence from the textile industry in Bangladesh, a sector embedded in global supply chains and facing increasing environmental scrutiny. By situating the findings within a developing-economy context, the study enhances the external validity of GHRM and AMO-based models and offers insights that may be relevant to similar economies such as India, Pakistan, and Vietnam. This contextual contribution helps move the literature toward more globally inclusive theoretical frameworks.

This study has potential applications for the industry leaders, managers, environmental enthusiasts, HR professionals, and so on. Firstly, the model used in the study implies that GHRM practices existing in an association directly affect the job pursuit intention of employees, where IGV strengthens the influence. Secondly, this study will help managers of textile and apparel industries to build strategies aimed at hiring individuals with green consciousness by minimizing the use of paper and carbon emissions in the process, training and assessing employees to carry out the processes and procedures without harming the environment, as well as evaluating employees' environmental performance in their job area.

Thirdly, findings confirm that individuals are attracted to those organizations that are environmentally concerned (Frag, 2019). In particular, the findings offer several practical implications. Organizations in the textile sector should integrate environmental responsibility into recruitment messaging and employer branding strategies to attract value-aligned candidates. Green training initiatives should be designed not only to enhance technical skills but also to reinforce organizational values. Managers should also ensure that performance appraisal and reward systems recognize pro-environmental behaviors, thereby strengthening motivation and organizational commitment.

This study has several limitations. The cross-sectional design restricts causal inference, and the use of snowball sampling may introduce selection bias. The reliance on self-reported data raises the possibility of common method variance, which cannot be entirely ruled out despite procedural remedies. Future research may adopt longitudinal or mixed-method designs, include multiple countries for cross-cultural comparison, and examine additional moderating variables such as organizational reputation or perceived credibility of environmental claims.

Authors' contribution

N.N.: article conception, theoretical content of the article, research methods applied, conducting the research, data collection, analysis and interpretation of results, draft manuscript preparation. **W.K.K.:** research methods applied, conducting the research, data collection. **S.H.H.:** theoretical content of the article, analysis and interpretation

of results. **F.M.M.:** research methods applied, analysis and interpretation of results. **F.H.A.A.:** article conception, theoretical content of the article, data collection, analysis and interpretation of results, draft manuscript preparation. **A.H.H.:** theoretical content of the article, analysis and interpretation of results.

Declaration of Generative AI and AI-assisted technologies in the writing process

During the preparation of this work the authors did not use Generative AI and AI-assisted technologies in the writing process.

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Appendix.

Measurement Items of the Questionnaire

Name of construct	Items	Descriptions	
Green Recruitment and Selection	GRS1	I would be very likely to apply for a job that conducts green recruitment.	(Malik et al., 2021b)
	GRS2	I strongly prefer a digital or paperless recruitment process over a conventional one	
	GRS3	I agree that 'green recruitment & green selection' processes can affect one's thinking about the environment.	
Green Training	GT1	How important do you believe green training is, to create a positive mindset among employees about environmental conservation?	(Raza & Khan, 2022b), (Saeed et al., 2019b)
	GT2	Do you think you are more concerned about ecological balance after receiving green training?	
	GT3	Your selected organization provides training in green knowledge management.	
Green Performance Appraisal	GPA1	Do you agree that employees' performance recognition for green programs encourages them to become more environmentally conscious	(Raza & Khan, 2022b), (Ghouri et al., 2020b)
	GPA2	Employees that perform very well in their environmental performance are rewarded by the organization.	
	GPA3	Introducing rewards for innovative environmental initiatives/performance.	
Green Management of Organizational Culture	GMOC1	Do you agree that a green management organizational culture affects employees' sustainable behavior?	(Roscoe et al., 2019b)
	GMOC2	Green culture is promoted by your organization in both official and unofficial manners	
Individual Green Value	IGV1	I believe it is my personal responsibility to stop environmental damage in any way I can.	(Islam et al., 2020b)
	IGV2	Contributing to environmental damage makes me feel bad.	
Job Pursuit Intention	JPI1	To what extent does green performance appraisal influence your intention to pursue a job?	(Tsai et al., 2014)
	JPI2	To what extent do you agree one's environmental value controls his/her decision to join an organization that has green practices?	
	JPI3	Do you agree green orientation of individuals, influences their job pursuit intention?	

Environmental Knowledge	EK1	After learning more about sustainability, I would like to work for a company that uses green HRM practices.	(Saeed et al., 2019b)
	EK2	I am aware that chemicals contribute to environmental pollution.	
	EK3	I am aware of how to protect the environment from pollution	
	EK4	Environmental knowledge helps me to take decisions about the type of organization, I want to work for	