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THE GREEN ATTRACTION: MEDIATING ROLE OF ENVIRONMENTAL CSR AND GREEN HRM IN THE RELATIONSHIP BETWEEN GREEN CULTURE AND ORGANIZATIONAL ATTRACTIVENESS

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THE GREEN ATTRACTION: MEDIATING ROLE OF ENVIRONMENTAL CSR AND GREEN HRM IN THE RELATIONSHIP BETWEEN GREEN CULTURE AND ORGANIZATIONAL ATTRACTIVENESS

Abstract

Purpose: This research examines the mediating role of green human resources management (GHRM) and environmental corporate social responsibility (ECSR) in the relationship between organizational green culture (OGC) and organizational attractiveness (OA).

Design: The study used an explanatory sequential mixed-methods design. Survey data of 544 employees from 281 firms was analyzed using SPSS, Amos, and PROCESS Macro. Qualitative data was collected through interviews with 13 HR professionals.

Findings: Results indicated that OGC impacts OA through GHRM and ECSR. Interview findings supported our quantitative results. Also, qualitative results extended our quantitative results by revealing that organizational pride, commitment, satisfaction, motivation, and work meaningfulness have the potential to be underlying mechanisms in the impact of ECSR on OA. In addition, interview findings emphasized that for Generation Z, ECSR and GHRM are important factors for increasing OA.

Originality: This study strengthens social identity theory by using mixed-method design to reveal how GHRM and ECSR can be significant factors in the relationship between organizational green culture and organizational attractiveness. Using a qualitative study extends the understanding of our quantitative results and proposes fruitful topics for future research.

Keywords: Green Human Resource Management, Organizational Green Culture, Organizational Attractiveness, Environmental Corporate Social Responsibility

1. Introduction

Nowadays, as environmental pollution and global warming are becoming a dangerous threat, firms emerge as significant players in environmental protection. Many firms have taken measures to decrease their negative effect on the environment and adopt green practices. Also, the global war for talent and a highly competitive environment requires organizations to be environmentally conscious in order to be attractive employers for potential and current employees. Young employees are searching for meaningful work and are attracted to socially and environmentally responsible companies (Waples and Brachle, 2020). In Mercer's study (2024), "working for an organization with a purpose employees can be proud of" is the most important (45%) factor that helps people thrive at work. When employees associate themselves with socially responsible and environment-friendly organizations, they feel prestige and pride, which increases organizational attractiveness (OA) (Umrani *et al*., 2022).

Organizational attractiveness is defined as the extent to which an individual perceives an organization as a pleasant place to work and desires to be associated with it (Umrani *et al.,* 2022). In this context, the organizational green culture (OGC) concept has become a significant component that constitutes the basis for environmental activities and increasing OA (Gürlek and Tuna, 2018). Organizational culture is a set of shared beliefs, ideas, and values developed by the management team to influence organizational behavior and attitudes in order to achieve common corporate goals (Wang, 2019). As a highly influential and essential concept for organizational performance and practices, culture should play a primary role in organizational

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greening efforts (Umrani *et al.*, 2022). The OGC is defined as the corporate culture in which the protection of the environment is adopted as the primary value (Wang, 2019). The research emphasized the role of green culture in accomplishing organizational objectives and increasing OA (Gürlek and Tuna, 2018; Merlin and Chen, 2022). OA, an essential component for attracting and retaining talented employees, reflects how well an individual sees an organization as a good workplace and wants to be associated with that organization (Umrani *et al.*, 2022).

A practical implementation of environmental practices necessitates a culture based on ecological values because organizational culture is the root of all practices and activities (Gürlek and Tuna, 2018). We argue that green culture is reflected in practices and is the core mechanism for cultivating green human resource management (GHRM) and environmental corporate social responsibility (ECSR). Therefore, this study aims to reveal how OGC contributes to OA by addressing ECSR and GHRM as mediating mechanisms in the relationship between OGC and OA.

GHRM is defined as HRM practices that improve positive environmental outcomes (Dumont *et al.*, 2016). Enacting GHRM practices provides organizations with a workforce that understands and supports their environmental goals, thus strengthening the OGC (Umrani *et al.*, 2022). Organizational culture facilitates the implementation of organizational practices and, therefore, has the potential to constitute the basis for implementing GHRM practices (Yeşiltaş *et al.*, 2022). Also, previous studies demonstrated that GHRM positively influences OA (Umrani *et al.*, 2022). Thus, we suggest in this study that OGC is positively related to OA through the role of GHRM.

In addition to GHRM, CSR is an essential component in our research model, as prior studies underlined that CSR leads to organizational reputation and OA (Lis, 2018; Story *et al.*, 2016). CSR is defined as various company activities that focus on the well-being of stakeholders such as society and the natural environment (Turker, 2009). ECSR is the environmental dimension of CSR and part of the CSR concept (Nie *et al.*, 2019). CSR activities enhance OA and improve organizational image (Lis, 2018; Story *et al.*, 2016). As emerging concerns related to global warming and environmental degradation, ECSR activities have gained significance. Environmental performance is an important factor that impacts organizational attractiveness and job-seeking intentions (Chowdhury and Kang, 2021). Therefore, as job seekers prefer organizations compatible with their values, the employer's environmental reputation is becoming increasingly significant (Renwick *et al.*, 2013).

In this study, we emphasize that flourishing OGC, GHRM, and ECSR activities are necessary not only for environmental protection but also for talent attraction. In this sense, this study examines the relationship between OGC and OA through the mediating roles of GHRM and ECSR. To the best of our knowledge, the mediating role of GHRM and ECSR in the connection between OGC and OA has not been adequately examined.

This study is expected to offer several contributions. First, it underlines that more than OGC is needed to increase OA. GHRM and ESR emerged as pivotal mediating mechanisms in the relationship between OGC and OA. Therefore, this study is expected to be helpful for organizations desiring to increase OA. Secondly, we believe this study extends the scarce literature on OGC and ECSR (Yeşiltaş *et al.*, 2022). The originality of the research lies in examining these concepts together and exploring the relationships between them. While the

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bilateral relationships between these concepts have been studied before (Renwick *et al.*, 2013; Yeşiltaş *et al.,* 2022), to the best of our knowledge, the mediating role of GHRM and ECSR has not been investigated in the relationship between OGC and OA.

Thirdly, although there is extensive literature on OA, we have limited evidence regarding OA for current employees (Umrani *et al.,* 2022). Previous studies examining organizational attractiveness from the perspective of job applicants have mainly concentrated on recruitment processes (Maier *et al.,* 2022; Waples and Brachle, 2020). However, this study specifically examined current employees as they have deeper knowledge about the organizational culture and practices. Therefore, we aim to provide insights into the concept of green, which current employees can observe more objectively than potential employees. Prior studies analyzed different concepts such as CSR, employer branding, and employee retention from the perspective of the current employee (Alzaid and Dukhaykh, 2023; Paruzel *et al.,* 2021; Slåtten *et al.*, 2021).

Fourthly, mixed-method design is another factor contributing to the originality of our study, as the combination of qualitative and quantitative data offers extended insights related to our concepts. The mixed-method design offers a deeper and more detailed understanding of our topics (Creswell, 2021a). Mixed-method studies have the potential to offer more comprehensive findings, increased confidence in results, increased conclusion validity, and a more insightful understanding of the underlying phenomenon (Molina-Azorin, 2012). Furthermore, it has been indicated that emerging countries possess diverse sociocultural, economic, political, and institutional dimensions compared to developed countries, making them an exciting context to study (Karaboğa *et al.*, 2020). Turkey is the 17th largest global economy, growing fast in international business. Thus, conducting this study in Turkey will potentially contribute to companies operating in emerging markets and give insights from managers worldwide.

2. Literature review

2.1 Theoretical background

Social identity theory (SIT) constitutes the theoretical basis of this research. Social identity theory indicates that people tend to depict their self-descriptions in a social context and classify themselves into social groups (Tajfel and Turner, 1986; Turker, 2009). According to this theory, membership in a group is incorporated into people's self-concept, and the prestige of the group can influence the self-description of its members (Brown, 2000). Organizational membership might be an important part of an employee's identity, and therefore, people strive to develop a positive self-concept by identifying as members of socially and environmentally responsible organizations (Turker, 2009).

In light of SIT, we argue that employees tend to work for firms that are respectful of the environment to improve their self-concept and reputation. In this respect, employees in a green organization will be proud of their organization, feel more connected, and perceive the organization they work for as more attractive and prestigious. We suggest that SIT provides an explanation for the impact of OGC on OA through the mediating roles of GHRM and ECSR.

2.2 Hypotheses Development

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2.2.1.*The Relationship Between OGC and OA*

Following SIT, we argue that employees prefer associating with prestigious organizations to enhance their self-image. In this context, organizations that are sensitive to the environment would be perceived as more attractive by employees (Merlin and Chen, 2022). Prior studies found that organizational culture is one of the most critical factors that shape OA. (Leekha *et al.,* 2014; Mutonyi *et al.,* 2022). In addition, Merlin and Chen (2022) showed that green culture is related to OA. Therefore, we offer the following hypothesis:

H1: OGC is positively related to organizational attractiveness.

2.2.2. The Relationship Between OGC and ECSR

OGC nurtures an overarching mindset among organizational members that prioritizes eco-friendly practices and environmental awareness (Yeşiltaş *et al.*, 2022). Organizations with a green culture shape their strategies, perspectives, business processes, plans, and activities focusing on environmental protection (Wang, 2019). Prior research suggests a positive link between OGC and CSR (Liu and Lin, 2020). However, we have limited knowledge about the impact of OGC on ECSR. CSR has the potential to distinguish organizations from their competitors by providing them with a reputation and competitive advantage (Pan *et al.*, 2022). Nevertheless, CSR activities should align with the organization's culture since culture constitutes the basis of strategies, decisions, and practices. Therefore, we suggest that OGC is positively related to ECSR. We offer our hypothesis as follows:

H2: OGC is positively related to ECSR.

2.2.3. The Relationship Between ECSR and OA

Drawing on SIT, we propose that as a result of ECSR activities, employees would be proud of their organization, and their self-image would be enhanced when they are members of an environmentally friendly organization (Brown, 2000). Research suggests that CSR leads to organizational attractiveness, reputation, work meaningfulness, and corporate image (Fosu et al., 2024; Lis, 2018; Story *et al.*, 2016). While extensive research reveals positive firm-level impacts of CSR, the outcomes of ECSR and the relationship between ECSR and OA remain relatively unexplored (Cao and Lee, 2023). Following social identity theory and the extant research, we offer our hypothesis below:

H3: ECSR is positively related to OA.

2.2.4. *The Relationship Between OGC and GHRM*

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Organizational practices must be in accordance with the culture since organizational culture constitutes the basis of practices. Culture, as a shared system of beliefs, values, ideas, and attitudes, shapes organizational behavior and organizational practices (Wang, 2019). Duncan (1989) emphasized that organizational culture is learned, shared, and transmitted. Organizational culture can be shaped to disseminate a set of values to guide corporate goals (Wang, 2019). In this way, organizational culture can be a strong facilitator in implementing organizational practices (Yeşiltaş *et al.*, 2022). Indeed, organizational culture creates routes for everyday practices, and HRM practices are shaped by organizational culture (Vadi and Vereshagin, 2006). Aycan *et al.* (1999) and Rodriguez and Gomez (2009) demonstrated that HRM practices are influenced by organizational culture. Also, previous findings show that OGC increases environmental awareness (Al-Swidi *et al*., 2021) and green performance (Wang, 2019). Previously, Yeşiltaş *et al*., (2022) found that OGC facilitates the implementation of GHRM practices. Furthermore, a literature review by Moktadir *et al*., (2020) showed that green culture is one of the critical antecedents of GHRM. In an organization with a green culture, the HR department has to promote environmental awareness and stimulate environmentally friendly employee behaviors to align with the company culture (Hooi *et al.*, 2022). In light of the existing studies, we propose our hypothesis as follows:

H4: OGC is positively related to GHRM.

2.2.5. The Relationship Between GHRM and OA

HRM practices that promote environmental protection are expected to affect candidates' and employees' perception of the organization, thereby leading the organization to be perceived as more environmentally friendly and attractive (Guerci *et al*., 2015). In this sense, some employers are adopting GHRM practices as a form of employer brand to increase their attractiveness, especially to the increasingly environmentally conscious younger generation (Renwick *et al*., 2013). Chaudhary (2021), Umrani *et al.* (2022), and Chaudhary and Firoz (2022) showed that GHRM emerged as an essential determinant of OA. In this respect, we offer our hypothesis as follows:

H5: GHRM is positively related to OA.

2.2.6.*The Mediating Role of ECSR and GHRM in the Relationship between OGC and OA*

The dominance of OGC in an organization will ensure that HRM practices and CSR activities are implemented with a green perspective; thereby, OGC becomes more tangible in ECSR and GHRM practices. Although there is a paucity of evidence about the relationship of OGC with ECSR, prior studies found that OGC promotes GHRM (Merlin and Chen, 2022; Yeşiltaş *et al.*, 2022). Since GHRM practices are a significant tool for prospering in environmental sustainability, organizations with GHRM practices are likely to be perceived as good corporate citizens and attractive employers (Chaudhary, 2021). Likewise, CSR activities substantially promote OA and reputation (Story *et al.*, 2016). In this study, we specifically examine the underlying role of ECSR instead of CSR because of the increasing worldwide environmental concerns in management activities (Alam and Islam, 2021). Although recent environmental issues are attracting more attention from employees, there is a scarcity of studies related to ECSR (Nie *et al*., 2019). Following SIT, we suggest that GHRM and ECSR provide tangible

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clues to employees that their organization is environmentally friendly, which gives them pride and prestige and enhances their self-image (Brown, 2000; Turker, 2009). In this context, we offer our hypotheses below:

H6: ECSR mediates the relationship between OGC and OA.

H7: GHRM mediates the relationship between OGC on OA.

Figure 1. Conceptual Model

3. Research Methodology

3.1. Research Design

We used an explanatory sequential mixed method design to offer a more comprehensive understanding of the quantitative study results (Creswell, 2021a).The study's qualitative and quantitative components were designed to complement each other. The purpose of the qualitative study is to add depth to the statistical findings, explore the participants' experiences more profoundly, and examine the underlying mechanisms of relationships between variables (Ivankova *et al.,* 2006). In this respect, we collected survey data and interviewed human resources specialists to interpret our qualitative results thoroughly. Approval for this study was obtained from the Ethics Committee for Social and Human Sciences at Yıldız Technical University on December 2, 2022.

3.1.1. The Quantitative Study

3.1.1.1. Sample and Data Collection

We conducted questionnaire-based research and used the student sampling method to gather data and test our hypotheses. We gathered data from three different MBA programs from a university in Istanbul, Turkey, where students were asked to collect data from their respective firms. As Istanbul is Turkey's largest city in urban population and economic growth, it offers an attractive context for examining our research question. We used the procedure of Kumar, Stern and Anderson (1993) and selected those students as key informants for their respective firms, so we asked them to fill out the questionnaire and select other specialists from their firms to fill it out. We selected companies with at least 30 employees and operated for more than five years, as suggested by Akgün *et al.* (2009). In this context, students selected the most knowledgeable informants with the necessary experience with that organization's culture and practices (Kumar et el., 1993). Thus, we assigned students to send the questionnaire to at least three employees from each firm who filled out the questionnaire regarding their firm. The participation rate for our survey is %62,46. 871 employees were asked to participate, and 544 filled out and returned the survey. Further, we assured the students that their responses would remain anonymous and would not be linked to him or her individually or to his or her firms. Furthermore, our sample includes diverse industries, including telecommunications, electronics, finance, information services, automotive, and machinery manufacturing, to prevent industry bias. This sampling technique is consistent with the prior studies (Akgün *et al.*, 2017; Akgün and Polat, 2022).

In addition, graduate students are mostly similar in demographic traits such as age, professional experience, and professional positions. This similarity makes them convenient as key contacts, and such homogeneity in the sample allows for minimal variability and tight manipulations of the causality or tests of the hypotheses, as noted by Thomas (2011). The questionnaire collection period lasted two months. We collected valid surveys of 544 employees from 281 firms in diverse sectors in Istanbul, Turkey. 58.3% of the participants are female, and 41.7% are male. 49.3% of the employees are between 18-29 years old, 40.6% are between 30-39 years old, 8.8% are between 40-49 years old, and 1.3% are 50 years and above. 37% of the participants have 2 to 5 years of work experience, 34,6% of them have 6 to 10 years of work experience, 15,4% of them have 11-15 years of work experience, 5,3% of them have 0 to 1 year of total work experiences and 7,5% of them have 20 years and more work experiences. 23% of the companies in the sample have 30-50 employees, 19,5 % have 50-250 employees, 13,4% have 251-500 employees, 10,1 % have 501-1000 employees and 34% have more than 1000 employees.

3.1.1.2. Measures

We used a 5-point Likert scale ranging from 1: strongly disagree to 5: strongly agree. We translated the original question items into Turkish. Then, we assessed their content and meaningfulness to establish face validity. We pretested the Turkish version of the questionnaires by two managers who evaluated the content and meaningfulness of the items. The scale is given in the Appendix. At the beginning of the questionnaire, we offered participants the definitions of GHRM, OGC, ECSR and OA to ensure clarity.

GHRM Scale: A 6-item and one-dimensional scale developed by Dumont *et al.*, (2017) was used.

OGC Scale: A 6-statement and one-dimensional scale developed by Wang (2019) was used.

ECSR Scale: A 12-item scale developed by Islam *et al.*, (2019) was used.

OA Scale: We adopted a five-statement and one-dimensional scale from Umrani *et al.* (2022).

3.1.1.3. Analysis

3.1.1.3.1. Measurement of Validity and Reliability

After data collection, we evaluated the reliability and validity of the variables using Confirmatory Factor Analysis. The scales were divided into three subsets of theoretically related variables to examine unidimensionality: the antecedent variable (OGC), the outcome variable (i.e., OA), and the mediator variables (i.e., GHRM and ECSR) as suggested by Akgün *et al.,* (2009). The problematic items with low factor loadings (questions 1, 4, 5, and 7 on the GHRM scale, question 5 on the OGC scale, and questions 2, 6, 7, and 9 on the ECSR scale) were eliminated. After the elimination of the problematic items in a step-by-step procedure, the confirmatory factor analysis demonstrated that the three models fit adequately: OGC ($\chi2(9)$= 53.733, comparative fit index (CFI) =0.986, root mean square error of approximation (RMSEA) =0.096), organizational attractiveness ($\chi2(5)$= 9.202, CFI =0.997, RMSEA = 0.039), and the two mediator variables ($\chi2(19)$= 94.640 CFI = 0.980, RMSEA = 0.086). Furthermore, all factors were included in one CFA model ($\chi2(19)$=94.670, CFI = 0.980, RMSEA =0.086). We found that CFA produces a good fit. We excluded items whose factor loadings were less

than 0.60 because the presence of these items would violate the condition of convergent validity. Table 1 demonstrates confirmatory factor analysis results and Cronbach alpha reliability coefficients for the variables. The results illustrate that the measures have adequate reliability and convergent validity.

Table 1. Confirmatory Factor Analysis and Reliability Test Results

3.1.1.3.2. Hypotheses Testing

Our unit of analysis was the company, and we aggregated the composite scores for the question items. This approach, which involved requesting company names in the survey, enabled us to aggregate the employees' responses from the same company at the company level. This, in turn, facilitated data analysis at the organizational level.

Table 2 demonstrates means, standard deviations, reliabilities, and correlations among variables.

Table II. The correlation coefficient of GHRM, OGC, ECSR and OA

We found high correlations between GHRM and OGC and between OGC and ECSR. High correlations consistently raise concerns about multicollinearity. Variance inflation factor (VIF) and tolerance values were examined for OGC, and the two mediators (GHRM and ECSR) were entered together into a regression model with organizational attractiveness as a dependent variable. The results showed that the highest VIF value was 5.070 (tolerance value is 0.45), which shows that multicollinearity was not a problem in our study (Hair *et al*., 2006). It has been recommended before to use thresholds, specifically a threshold of ten (Hair *et al*., 2006; Kalnins and Praitis-Hill, 2023). The bootstrap re-sampling method was used to assess our hypotheses. This method has become popular for testing mediation effects due to its superiority in terms of power and type I error rates (Al-Sa'di *et al*., 2017; MacKinnon *et al*., 2004). The multiple mediator model is examined following the approach described by Hayes (2009). Bootstrap results are generated based on a confidence level of 95% and using 5,000 bootstrap samples from the original data set, as Hayes (2009) suggested. We conducted bootstrapping to test for direct and indirect effects using Hayes's SPSS multiple-mediator PROCESS macro. The lower and upper bounds of confidence intervals related to each indirect effect were checked to test the hypotheses regarding the indirect effects. If zero is not involved between the upper and lower bounds, then the hypothesis regarding the indirect effect is accepted.

Table II illustrates the results of all direct and indirect effects, enabling us to evaluate the hypotheses. The results demonstrate that OGC is positively related to GHRM ($\beta = 0.862$, $p < 0.001$) and ECSR ($\beta = 0.813$, $p < 0.01$); thus hypotheses H2 and H4 are accepted.

Table III. Process Macro Hypotheses Testing Results

Results also illustrated that the mediators, which are GHRM ($\beta = 0.170$, $p < 0.001$) and ECSR ($\beta = 0.424$, $p < 0.001$), are positively related to organizational attractiveness. Based on these results, hypothesis 3 and hypothesis 5 are supported. Hypothesis 1 indicated that OGC is positively related to organizational attractiveness. The results revealed that the total effect of OGC on organizational attractiveness is positive and significant ($\beta = 0.424$, $p < 0.01$); thus, we

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accept H1. This finding underlines the impact of OGC on OA without the presence of the mediators. Furthermore, the indirect effect of GHRM is significant as confidence intervals for GHRM range between 0.014 and 0.284. Likewise, the indirect effects of ECSR are significant, with the confidence intervals ranging between 0.033 and 0.366. Therefore, the results showed that the mediating effects of GHRM and ECSR are significant, supporting Hypothesis 6 and 7. Based on our results, GHRM and ECSR are found to be full mediators in the relationship between OGC and organizational attractiveness.

3.1.2. The Qualitative Study

In our qualitative study, we aimed to understand how HR specialists perceive the role of OGC, GHRM, and ECSR in enhancing OA. This approach allowed us to complement the quantitative analysis and obtain a more detailed and holistic understanding of the relationships between variables (Ivankova *et al.,* 2006). We utilized a purposive sampling method to include experts with sufficient knowledge regarding organizational culture and practices (Creswell, 2021b). Purposive sampling, a non-probability sampling technique, aims to select respondents based on specific criteria and characteristics to gain in-depth insights into the research. We employed a purposive sampling technique to leverage expert insights, ensure more efficient results by excluding uninformed participants, and achieve a deep understanding of the concepts (Patton, 2002). In this context, we reached out to human resources specialists with at least one year of experience with their organization and who could answer our questions (Creswell, 2021b). We selected human resources specialists in firms operating in Istanbul in different sectors. We used a semi-structured interview technique and asked eleven open-ended questions. Interviews were conducted face-to-face, and human resources specialists participated in the interviews voluntarily. After informing participants regarding the research goals, participants gave their consent verbally. Participants were ensured that the research results would be used only for scientific purposes and that the names of individuals and institutions would be kept confidential. Interview questions were developed using similar existing studies, and it was revised by two academics and one manager (Yeşiltaş et al., 2022; Masri and Jaaron, 2017). We started with broad questions and then continued with more specific ones. At the beginning of each interview, we explained to participants the concepts of OGC, GHRM, and ECSR to ensure clarity. Interview questions are given in the Appendix.

In total, 13 interviews were conducted. The data collection is terminated when the saturation level is reached, and additional data do not lead to any new emergent themes (Saunders *et al.*, 2018). The duration of the interviews was between 20 to 30 minutes. Interviews were tape-recorded, and their contents were transcribed, encoded, and categorized, which led to the emergence of themes in the study (Braun and Clarke, 2006). To strengthen the reliability, researchers independently analyzed the data, divided them into themes, and then reached a consensus (Creswell, 2021b). In qualitative research, researchers are recommended to adopt some accepted validity strategies to prove the accuracy of their studies (Creswell, 2021b). In this context, the external audit strategy was used in this study. Within the scope of this strategy, the research findings were examined and checked by a researcher outside the research.

3.1.2.1. Qualitative Analysis

We carried out a thematic analysis to identify and report common themes within data (Braun and Clarke, 2006). We conducted our thematic analysis in six stages, as Braun and Clarke (2006) suggested. In the first stage, all researchers read the data and wrote down initial ideas to become familiar with the data. In the second phase, after having read and familiarized ourselves with the data, we created an initial list of ideas about the data's features and produced initial codes from the data to organize the data into meaningful groups. We coded the data manually using highlighters. Codes are short explanations that summarize what the data is about (Braun and Clarke, 2006). In the third stage, after all data is coded, we sorted different codes into potential themes. In that phase, we examined how different codes might be related to an overarching theme and reflected on the relationship between codes and themes. In the fourth stage, we considered and refined our set of candidate themes and the validity of each theme in relation to the dataset. In the fifth phase, we defined the themes for our analysis and analyzed the data within them. In this context, we determined the essence of each theme and what feature of the data each theme shows. After determining the themes, the final stage involved analyzing and presenting the results. We selected intense data extracts to show the themes' prevalence.

We explained our themes below by presenting data extracts. Table 4 illustrates the characteristics of the participants.

Table IV. Characteristics of Participants

3.1.2.2. Qualitative Findings

3.1.2.2.1. Themes

The relationship of OGC with GHRM

Informants indicated that OGC shapes GHRM practices. These findings are consistent with our quantitative results. Participants' relevant statements are given below:

"OGC not only emphasizes environmental responsibilities, but also increases employees' commitment to these values by incorporating human resources management practices." (Interview 8).

"Green selection and placement practices aim to bring in potential employees who are suitable for the company's green culture." (Interview 3).

"OGC encourages communication among employees. Employees can learn and be inspired together by sharing environmental goals and best practices. We see that green culture increases the motivation of employees and it adds an environmental sustainability dimension to learning and employee relations." (Interview 15).

"To maintain a green culture, it is essential to evaluate employee performance in accordance with environmental goals and reward achievements. This approach increases employees' motivation to contribute to environmental goals" (Interview 13).

Participants highlight that a green culture leads to environmental awareness in HRM practices, and GHRM is an important factor in maintaining and supporting green culture.

The relationship of OGC with ECSR

Furthermore, participants indicated that OGC promotes ECSR:

"A green culture creates a strong sense of environmental responsibility within the company by increasing the environmental awareness of employees. Our green company culture is at the basis of our company's practices and social responsibility activities" (Interview 1).

"OGC encourages the design of business processes and management systems in line with environmental sustainability. Sustainability becomes part of business decisions and activities." (Interview 12).

Participants emphasized that OGC generates environmental awareness and responsibility among organizational members, constituting the basis for social responsibility activities. As culture is at the core of organizational practices and processes, organizational culture inoculates a responsibility towards the environment in every business process.

The Relationship of OGC with OA

Moreover, participants emphasized that OGC is a crucial component in bolstering organizational attractiveness:

"In interviews for vacant positions within the company, candidates mentioned the reasons for applying to our company were that green culture appealed to them and that they saw renewable energy as the future." (Interview 1).

"OGC is an important factor that increases our company's attractiveness. Our commitments to environmental sustainability contribute to the attraction of environmentally conscious professionals to our company. Additionally, increased commitment to these values among employees creates a positive atmosphere in the workplace and enriches our company culture" (Interview 2).

Also, in the statements below, participants highlight that OGC promotes organizational commitment:

"OGC makes our company attractive for both current and potential employees. Employees find our company an attractive place to work, not only because of the company's product quality but also because of the sustainable approaches put forward in terms of production and the company's long-term sustainability goals. This approach increases the commitment to our company." (Interview 7).

"OGC enables employees to feel that their jobs are more meaningful. This increases commitment to our company and leads to the attraction of talented professionals" (Interview 5).

"Job seekers' expectations have increased. They expect the company they work for will embrace sustainability values and take concrete steps accordingly."(Interview 10).

The Relationship of GHRM with OA

According to the transcripts, GHRM contributes to OA. Informants indicated that GHRM creates a more modern and attractive employer perception. Participants' statements are as follows:

"I think that GHRM practices such as online recruitment processes and environmental awareness training, are important elements that can increase OA for potential employees. Instead of traditional recruitment processes and outdated methods, processes based on

environmental criteria and evaluations that consider environmental impacts will contribute to our company being perceived as a modern and attractive employer." (Interview 4).

"Environmental training, green performance evaluations, and environmentally friendly reward systems increase the interest in our company among current and potential employees." (Interview 1).

"To maintain a green organizational culture, evaluating employee performance following environmental goals and reward achievements is essential. This increases employees' motivation to contribute to environmental goals." (Interview 15).
"GHRM practices increase sustainability awareness and are an effective tool to attract environmentally responsible talent." (Interview 2).

The Relationship of ECSR and OA

Interview findings demonstrate that ECSR activities promote OA, which is consistent with the quantitative findings. Informants highly emphasize that ECSR activities contribute to higher organizational attractiveness by flourishing commitment, pride, and satisfaction among employees.

"Employees evaluate not only career opportunities and financial rewards but also factors such as the company's commitment to environmental responsibilities" (Interview 7).
"ECSR increases our company's reputation and brand image. Such activities emphasize environmentally friendly practices and create a positive company image for customers and stakeholders. Potential employees think that working in a company with a high reputation will give them prestige" (Interview 12).
"ECSR activities demonstrate the company's sensitivity to society and commitment to environmental sustainability. This contributes to employee commitment and pride." (Interview 3).
"Work becomes more meaningful when it is done with environmental social responsibility awareness." (Interview 6).
"Our company's environmental and social responsibility projects support CSR awareness by increasing organizational pride among employees, which paves the way for employees to be more motivated and committed to their jobs" (Interview 7).
"ECSR activities add meaning to employees' work and increase their motivation. When a company contributes to society and the environment, rather than focusing solely on profit, it leads to more employee commitment and satisfaction." (Interview 11).
"Our ECSR activities effectively increase organizational pride and commitment among employees." (Interview 8).
"The company demonstrates that employees have the opportunity to contribute to environmental issues and serve a meaningful purpose. This situation increases employee motivation and job satisfaction and provides an attractive work environment for potential employees." (Interview 15).
Participants mentioned that ECSR activities increase organizational commitment, pride, satisfaction, work meaningfulness and employee motivation. According to interviews,

employees think working in a company performing ECSR activities would be prestigious, making employees proud of their company. Therefore, if an organization is perceived as environmentally friendly, being affiliated with such a reputable organization can improve employees' self-concepts, and they become proud of their organization. In addition, it was noted that ECSR activities are an essential element of attraction, especially for the younger generation:

"For potential employees, the opportunity to participate in environmental social responsibility projects and the organization's guidance is an attractive factor, especially for young and environmentally conscious professionals." (Interview 10).

"Young employees, named Generation Z, especially prefer socially responsible and environmentally friendly companies. This generation not only focuses on salaries and career opportunities but also cares about the impact of the company they will work for on society and the environment." (Interview 11).

The Interconnection between OGC, GHRM, ECSR and OA

Our qualitative findings are consistent with our survey evidence that GHRM and ECSR have a substantial role in the connection between OGC and OA. Here, the importance of effectively implementing green HRM practices and environmentally responsible activities are emphasized in order for green culture to increase organizational attractiveness:

"OGC not only emphasizes environmental responsibilities, but also increases employees' commitment to these values by incorporating HRM practices. Our company's OGC, combined with GHRM practices and environmental social responsibility activities, increases the company's attractiveness. (Interview 8).

"I think OGC partially adds appeal to our company. However, GHRM practices need to be implemented more effectively for this attractiveness to reach its full potential. If GHRM practices were widely implemented within our company, it could further increase organizational attractiveness for potential employees." (Interview 6).

"While GHRM encourages employees to embrace environmental responsibilities and act accordingly, social responsibility projects strengthen our company's social impact and allow our employees and potential employees to feel proud. Combining these elements contributes to creating a business culture that supports our company's sustainability vision" (Interview 1).

5. Discussion

5.1. Interpretation of the Findings

This section evaluates quantitative and qualitative findings jointly. Firstly, we highlight that, in line with previous research, OGC is positively related to OA (Merlin and Chen, 2022; Leekha *et al*., 2014). Qualitative findings supported our quantitative findings. Informants underlined that OGC is a significant factor that contributes to attracting employees and creating a positive working atmosphere among employees. Also, participants emphasized that, in today's world, a sustainability-oriented business culture is necessary to increase employee commitment, and attract young talents.

This study also demonstrates that OGC is positively related to ECSR. Similarly, previous studies have also found that OGC shapes CSR activities (Liu and Lin, 2020; Pan *et al.,* 2022).

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As green culture emphasizes sustainability-oriented practices, ECSR activities are essential to such an organization. However, there is a dearth of research regarding the relationship between OGC and ECSR. Therefore, our finding highlights the role of a green culture in cultivating ECSR activities. Qualitative findings supported this finding and explained how OGC predicts ECSR. Informants underlined that OGC leads to environmental awareness and with a green culture, sustainability becomes the core of organizational decisions and activities.

Furthermore, our study reveals that ECSR is positively related to OA. Although there is a paucity of studies examining the relationship between ECSR and OA, previously, Story *et al.*, (2016) and Lis (2012) found that CSR is an effective mechanism for increasing OA. In our interviews, informants enhanced the current understanding of the relationship between ECSR and OA by explaining the underlying mechanisms of this connection. According to interviews, employees think that working in a company performing ECSR activities would be prestigious, and in turn, they would be proud of their company. Informants mentioned that, as a result of ECSR activities, the company has a positive image, and employees consider the organization more trustworthy and reputable, consistent with the previous findings (Younis and Hammad, 2021; Zhang *et al*., 2019).
Interviews indicated that ECSR activities increase organizational pride and work meaningfulness. Ng *et al.,* (2019) found that in the U.S.A., perceived CSR was positively associated with employees' pride. Similarly, Jha (2022) found that in China, CSR expenditures send cues to employees regarding the organization's empathy to its stakeholders, and due to the prestige that comes with this, employees' self-concept is enhanced. Furthermore, it has been highlighted that millennials expect to find meaning in their work and, thus, are attracted to CSR-focused firms (Chowdhury *et al*., 2023).

Finally, participants underlined that ECSR contributes to employee commitment, motivation, and job satisfaction, consistent with prior findings (Skudiene and Auruskeviciene, 2012; Turker, 2009; Zhang *et al*., 2019). For example, Turker (2009) also found that CSR is related to organizational commitment in Turkey. Similarly, Ahsan and Khalid (2024) found that in Italian companies, CSR is positively related to employees' organizational commitment and job satisfaction. Our qualitative results extend the existing literature by offering possible future research avenues regarding the underlying role of commitment, pride, and work meaningfulness in the relationship between ECSR and OA. These underlying mechanisms might be tested empirically in future studies.

This study also empirically demonstrates that OGC is positively related to GHRM. Previously, Yeşiltaş *et al.,* (2022) also revealed the role of OGC in developing GHRM in the context of Turkey. Likewise, interview findings underline that green recruitment and placement practices are essential for hiring employees suitable for green culture. Informants emphasized that green culture emphasizes environmental values, leading to environmental training and selection practices.

Our findings highlight the role of GHRM in OA. This finding demonstrates the importance of designing environmentally friendly HRM policies and practices. As millennials and Generation

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Z expect much more than material rewards, and focus on the environmental awareness of their employers, talent attraction should be reconsidered with an emphasis on environmental sustainability (Chaudhary, 2018). In this context, GHRM practices are significant in giving positive signals regarding the environmental sensibility of the organization (Renwick *et al.,* 2013). Interview results also supported this finding as managers indicated that GHRM practices increase OA, and help construct a more modern and attractive employer image, especially for the young generation. Similarly, Chaudhary and Firoz (2022), Merlin and Chen (2022) and Umrani *et al.*, (2022) found that GHRM positively impacts OA.

Finally, ECSR and GHRM are found as mediators in the relationship between OGC and OA. OGC is a significant basis for diffusing ecological values within the organization and shaping practices, policies and strategies. In this context, we deduce that when green culture is reflected in tangible practices and activities (GHRM and ECSR), it leads to employee pride, prestige, and trust. Here, ECSR and GHRM act as mediators to cause OGC to produce OA. OGC generates an organization in which ecological values have central importance, and then GHRM and ECSR integrate these green values into practices, which eventually leads to an increase in OA. In this context, this finding highlights that the widespread adoption of ECSR and GHRM practices within the organization will be a vital contributor to the impact of OGC on OA.

5.1. Theoretical Implications

In this section, we discuss the theoretical contributions of this study.

Firstly, this study extends the literature on OGC by revealing its relationships with ECSR, GHRM, and OA. Although studies generally consider the relationship between HRM and OA, very few studies have investigated the relationship between OGC and OA (Merlin and Chen, 2022; Umrani *et al*., 2022). Therefore, establishing a green culture is underlined as an essential basis for reaching both organizational greening success and organizational attractiveness. In line with our results, Merlin and Chen (2022) previously demonstrated that green culture is positively related to OA. OGC has been mainly included in studies as a moderating variable or mediating variable; here, we examined OGC as an independent variable and emphasized the fundamental role of OGC in cultivating GHRM and ECSR. Similar to our findings, Yeşiltaş *et al. (2022)* also found that in the Turkish context, OGC impacts GHRM. Furthermore, in an expanded literature review, Moktadir *et al.* (2020) showed that OGC is one of the critical antecedents of GHRM. Although there is a paucity of studies examining the relationship between OGC and ECSR, Pan *et al*., (2022) found that OGC is positively related to CSR in Pakistan, supporting our results.

We also demonstrated that GHRM and ECSR are positively related to OA. Similar to our results showing the positive impact of GHRM on OA, Merlin and Chen (2022) and Umrani et al., (2022) found that in the Democratic Republic of Congo and Pakistan, GHRM is positively related to OA. Furthermore, Cao and Lee (2023) in the U.S. found that CSR strengthens employees' belief in their organizations' reputation and prestige. In this sense, we underline that ECSR and GHRM are necessary for a green culture to attract talented young employees.

Moreover, we used a mixed-method design to understand why and how OGC leads to OA through the roles of ECSR and GHRM. Qualitative research is conducted after a quantitative

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study to explain quantitative results more comprehensively by highlighting details and examples. In addition, interview results shed light on the underlying mechanisms in the connections revealed by quantitative data. For instance, managers strongly emphasize ECSR as a core mechanism to promote OA. Participants underlined that trust, commitment, pride, prestige, work meaningfulness, and internal motivation have the potential to be the underlying explanations of the connection between ECSR and OA. These topics are crucial to our variables and, therefore, offer valuable insight for future studies.

Our findings are consistent with the prior findings and social identity theory (Ng *et al.*, 2019; Younis and Hammad, 2021). The findings support SIT by showing that if an organization is perceived as environmentally friendly, being affiliated with such a reputable organization can improve employees' self-concepts, and they will become proud of being a member of an environmentally responsible organization (Turker, 2009). Our findings show that ECSR, GHRM, and OGC are significant factors that boost OA as they enhance employees' self-image, which became especially evident in interviews, as HR specialists emphasized that these practices make employees proud of their companies. Also, interview findings indicate that companies' green activities improve employee satisfaction. Similarly, SIT suggests that people feel satisfied when they join groups with a positive stance, as belonging to that group strengthens their self-concept (Turker, 2009). In a nutshell, our results expanded SIT by showing that ECSR and GHRM act as tangible clues to inform employees about their organization's environmental responsibility, which leads them to feel pride and prestige and enhances their self-image.

5.2.Practical Implications

Our findings have important managerial implications. The results obtained from this study will guide managers in their efforts to increase OA. We found that OGC influences OA through the mediating roles of GHRM and ECSR. In this respect, firms should primarily recognize the essential importance of OGC. We encourage managers to promote OGC to flourish GHRM, ECSR, and OA. All organizational members are encouraged to acknowledge the fundamental importance of OGC in organizational greening and employer branding efforts. In this respect, environmentally friendly values should constitute the core of all organizational practices, policies, and strategies. Also, firms are encouraged to hire managers conscious of environmental issues. Thus, they can inspire their followers as well, and in turn, they can contribute to a positive, prestigious company image.

In addition, managers should increase the implementation of GHRM practices such as online recruitment, green rewards, and green training programs, which are necessary for both sustaining OGC and establishing the connection between OGC and OA.

Similarly, the management team should be aware of the substantial role of ECSR in OA. Here, increasing ECSR activities and strengthening the communication of these ECSR activities to applicants and employees is advisable. In this sense, organizations' transparent presentation of informative, detailed reports on sustainability, which can be conveyed to employees, is essential to increase organizational attractiveness. Zhang and Gowan (2012) indicated that companies might increase attraction by conveying ECSR information in recruitment brochures for ideal applicants.

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5.3. Limitations and Future Research Directions

First, this study collected data from organizations operating in Turkey, which might hamper the generalization of the results. Due to the different contexts and geographical conditions that may affect the relationships between variables, conducting this research in Turkey is a noteworthy limitation. In light of this limitation, to generalize and support our results, future researchers are encouraged to conduct this study in different countries and contexts (Bloom and Van Reenen, 2010).

This study has limitations inherent in its survey design, particularly in student sampling, which is less generalizable than random sampling. To strengthen generalizability, we recommend that future researchers use random sampling methods.

Another limitation of our study is that we collected cross-sectional data. Cross-sectional data is not able to show relationships of causality between variables. Future researchers might discover causal relationships between variables by conducting longitudinal studies. We recommend that longitudinal studies be conducted in future studies so that researchers can monitor the changes in the relationships between variables.

An additional limitation of this study is that some of the semi-structured interview questions used in this study may have carried the risk of biasing participants towards a particular response. Although we attempted to balance this with sub-questions to ensure that participants expressed their unique and independent views, this factor should be considered when interpreting the study results. Also, the interview questions used in this study were kept at a more fundamental level since concepts of GHRM and OGC might be in their early stages in most companies, and the level of implementation varies in each company. These should be considered as other limitations of our study. In this context, future researchers may employ different qualitative data collection techniques and use more specific and detailed interview questions to explore participants' perspectives more deeply.

Future researchers can also consider including different organizational variables in our research model to clarify various underlying mechanisms in the connection between OGC and OA. According to Guillot-Soulez et al. (2022), green certification has been found to influence OA positively. In this sense, we suggest that green certification can be included as a moderating variable in upcoming studies, which might compare organizations in terms of the extent of their green implementation and offer more comprehensive results.

Also, our interview participants strongly suggested that ECSR increases organizational commitment, pride, and trust. Therefore, future studies might investigate the mediating roles of commitment, trust, and pride in the relationship between ECSR and OA.

In our qualitative results, participants frequently noted that OGC is a significant contributor to employees' organizational commitment, and it helps develop a positive company image, which is a crucial tool for attractiveness. In addition, participants emphasized that environmental concerns and meaningful jobs are becoming more critical variables for young generation

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employees. In this respect, future studies might examine this research model with different generations of employees and job applicants. Moreover, the sector can be examined as a moderator variable in future studies, as manufacturing companies might be expected to be more conscious of the environment.

7. Conclusion

This study provides comprehensive insights into the connections between OGC, GHRM, ECSR, and OA. We employed an exploratory sequential mixed method study by gathering survey data and then conducting interviews to understand the relationships between our variables. We used bootstrapping to analyze our data via Process Macro. Then, we carried out a thematic analysis of our qualitative data. As a result, we extended the previous studies by revealing the mediating impact of GHRM and ECSR in the relationship between OGC and OA. In this sense, this study is a modest attempt to emphasize the importance of GHRM and ECSR in promoting OA. We believe future researchers will expand these findings and reveal more helpful information on these topics.

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APPENDIX

Appendix 1 - Quantitative Research Questions

	Items
GHRM	GHRM1- My company sets green goals for its employees.
	GHRM2- My company provides green training to its employees to promote green values.
	GHRM4- My company, to improve their knowledge and skills about green management provides green training to employees.
	GHRM5- While my company evaluates the performance of employees, considers green behavior in the workplace.
	GHRM6- My company associates employees' green behavior in the workplace with rewards and incentives.
	GHRM7- My company considers the green behavior of employees in the workplace when promoted.
Organizational Attractiveness	OA1- To me, my company is a good place to work.
	OA2- I wouldn't be interested in this company if it wasn't my last resort.
	OA3- Working in my company is very attractive to me.

	OA4- I would be interested in learning more about my company.
	OA5- The job at my company is very interesting to me.
ECSR	ECSR1-My company participates in activities aimed at protecting the natural environment and increasing its quality.
	ECSR2- My company invests in creating a better life for future generations.
	ECSR3- My company aims for sustainable growth that takes into account future generations.
	ECSR4- My company implements special programs to minimize its negative impact on the natural environment.
	ECSR5- My company supports non-governmental organizations working in problem areas.
	ECSR6- My company encourages its employees to participate in volunteer activities.
	ECSR8- My company contributes to campaigns and projects aimed at increasing the welfare of society.
	ECSR9- My company complies with legal regulations completely and on time.
OGC	OGC1- My company makes great efforts to ensure that every employee understands the importance of protecting the environment.
	OGC2- My company has a clear policy statement promoting environmental awareness in all areas.
	OGC3- Environmental protection is a high priority activity in our company.
	OGC4- Protecting the environment is a central corporate value in our company.

	OGC5- Our company's environmental goals are associated with our other corporate goals.
	OGC6- Our company develops products and processes that minimize environmental impact.

Appendix 2 - Qualitative Research Questions

No	Qualitative Research Questions
1	Can you give information about the sector in which your company operates?
2	Can you share information about the number of employees in your company?
3	Can you tell us about your position in your company?
4	What does the term "Green Organizational Culture" mean to you? What can you say about the existence of this culture in your company? If so, what are the factors that contribute to the creation of this culture?
5	Do you think that the "Green Organizational Culture" increases the attractiveness of the company you work for? If yes/no, can you share your views with us in detail?
6	Does your company use "Green Human Resources Management" practices? If so, can you tell us about these practices?
7	Do you think that "Green Human Resources Management" functions (e.g.; Green Training and Development Practices, Green Performance Evaluation Practices and Green Reward Systems) in your company can increase organizational attractiveness for employees? Can you elaborate on your views?
8	Can you tell us about the "Green Human Resources Management" practices implemented in your company and the practices that are important to you that increase organizational attractiveness?
9	Can you share your views on your company's "Environmental Social Responsibility Activities"?
10	Do you think that your company's "Environmental Social Responsibility Activities" increase the organizational attractiveness? Can you elaborate on your views?
11	If you think that "Green Organizational Culture" increases the attractiveness of your company, do you think that "Green Human Resources Management" practices and "Environmental Social Responsibility Activities" contribute to this increase? Can you share your views?

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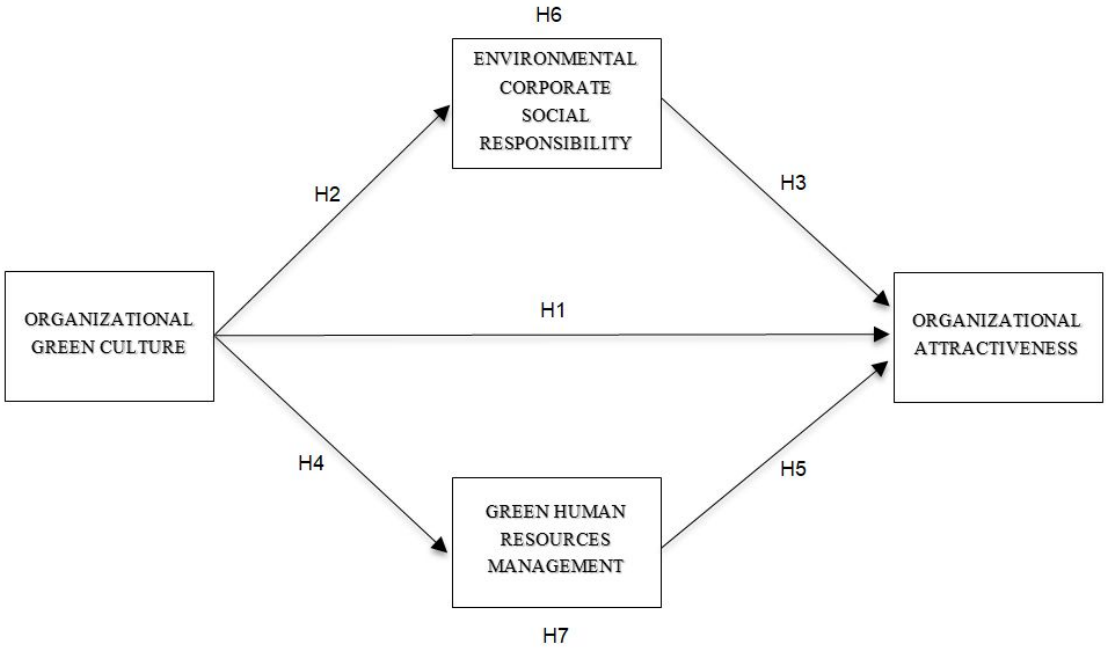


Figure 1. Conceptual Model

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Table I. Confirmatory Factor Analysis and Reliability Test Results

Variables	Items	Standardized Factor Loads	Unstandardized Factor Loads	Cronbach Alpha
OGC	GREENCULTURE1	.880	1.00	0,949
	GREENCULTURE2	.879	1.106	
	GREENCULTURE3	.908	1.113	
	GREENCULTURE4	.904	1.095	
	GREENCULTURE6	.843	1.000	
GHRM	GHRM2	.933	1.000	0,908
	GHRM3	.951	1.008	
	GHRM5	.710	.764	
ECSR	ECSR1	.910	1.000	0,933
	ECSR3	.855	.941	
	ECSR4	.885	1.007	
	ECSR5	.835	.897	
	ECSR8	.748	.729	
OA	OA1	.877	1.000	0,862
	OA2	.669	.993	
	OA3	.911	1.078	
	OA4	.538	.597	
	OA5	.813	1.065	

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Table II. The correlation coefficient of GHRM, OGC, ECSR and OA

Variables	**1**	**2**	**3**	**4**
1. GHRM	1			
2. OGC	0.837**	1		
3. ECSR	0.833**	0.874**	1	
4. OA	0.553**	0.545**	0.568**	1
M	3.086	3.361	3.450	3.652
SD	0.993	0.964	0.897	0.750
Skewness	-0,233	-0,55	-0,669	-0,512
Kurtosis	-0,607	-0,129	0,233	0,516

**$p < 0.01$.

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Table III. Process Macro Hypotheses Testing Results

Model	R^2	Path Coefficient	SE	LLCI	ULCI
OGC on mediators					
OGC → GHRM	0.701	0.862***	0.033	0.796	0.928
OGC → ECSR	0.764	0.813***	0.027	0.760	0.866
Mediators on OA	0.345				
GHRM → OA		0.170***	0.073	0.027	0.314
ECSR → OA		0.424***	0.039	0.347	0.501
Total Effect					
OGC → OA	0.30	0.424***	0.039	0.347	0.501
Direct Effect					
OGC → OA		0.079	0.085	-.089	0.247
Indirect Effects of OGC on OA					
Total		0.345***	0.084	0.178	0.514
GHRM		0.147***	0.069	0.014	0.284
ECSR		0.197***	0.085	0.033	0.366

Notes: Based on 5,000 bootstrap samples, *** p < 0.001.
LLCI: lower level for confidence interval; ULCI: upper level for confidence interval.

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Table IV. Characteristics of Participants

Participant Code	Firm Sector	Position of the Participant	Number of Employees (Turkey)
Interview 1	Energy	Human Resources Manager	500+
Interview 2	Energy	Human Resources Director	2.000
Interview 3	Energy	People& Culture Business Partner	1.500+
Interview 4	Finance	Human Resources Specialist	20.000
Interview 5	Energy	Human Resources Manager	500+
Interview 6	Finance	Human Resources Business Partner	10.000+
Interview 7	Automotive	Human Resources Business Partner	5.000+
Interview 8	Textile	Human Resources Business Partner	3.000
Interview 9	Energy	Human Resources Manager	500+
Interview 10	Fast moving consumer goods	Human Resources Business Partner	5.000+
Interview 11	Pharmaceutical	Human Resources Manager	2.500

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Interview 12	Pharmaceutical	Human Resources Specialist	5.000+
Interview 13	Air transportation	Human Resources Specialist	75.000

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