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How Does Green Human Resources Management Practice Influence The Job Pursuit Intention of Millennial Generation in Indonesia and Malaysia?

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Abstract: Green Human Resource Management (GHRM) practice is a set of activities in human resources that involve environmental aspects in their implementation. In 2020, with the millennial generation making up the largest proportion of the workforce, they will wield significant influence over business trends. Previous research indicates that job pursuit intentions are influenced by organisational attributes, emphasising the need for companies to understand the important values held by their future workforce. The purpose of this study is to measure millennials' perceptions of the influence of GHRM practices on their intention to seek employment in Indonesian and Malaysian companies and to analyse the impact of the implementation of GHRM practices in the company on millennials' intention to seek employment, using pro-environmental consciousness as a moderator. The data used in this research were primary data obtained through questionnaires with the Likert scale and the scenario-based study, and secondary data from the central statistical board and other literature that supports the research. The respondents in this study were final-year students at IPB University Indonesia and University Putra Malaysia. Data were analysed using descriptive analysis, hierarchical linear regression analysis, and bootstrapping in SPSS 22. The results show that GHRM is positively significant with job pursuit intention (JPI), whereas personal pro-environmental consciousness was not given the significant effect between GHRM and JPI. Implementing GHRM practices is indispensable for companies seeking to attract millennial talent. These practices can be implemented using both push and pull strategies, embedding pro-environmental aspects.

Keywords: Hierarchical linear regression analysis; job pursuit intention; millennial generation; pro-environmental consciousness; green human resource management (GHRM).

1. Introduction

The term human resource management (HRM) refers to formal processes developed within an organisation for the management of people. According to Schuler (1992), HRM is the recognition of the value of an organisation's employees as essential human resources who contribute to the organisation's goals and the use of many roles and activities to ensure that they are used efficiently and equally for the benefit of the individual, the organisation, and society. This approach uses HRM as an opportunity to reconceptualise and reorganise the role of the HR department in relation to the tasks and functions of the department in the business organisation. All companies aim to be efficient in the way they do business. Human resources, as the people who manage the company's activities, are responsible for making the company's activities efficient. This is particularly true for manufacturing companies, as they use resources as input and transform them through production processes into semi-finished products or finished products, and this industry is one of the biggest contributors

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to disposal and pollution in the world. Green practice provides higher productivity, lowers costs, and enables organisations to operate in an environmentally friendly and sustainable manner, building and nurturing an atmosphere for dedicated employees (Chaudhary, 2018). If the company's perspective on becoming a green company could have a positive impact, this study wants to prove whether the candidate employees find that company interesting or not.

Developed and developing countries around the world are facing various impacts due to the increasing demand for a more sustainable and environmentally friendly agenda. Hence, there is a pressing need for urgent reforms to implement green practices (Yusliza et al., 2017). With the increasing concern over environmental issues in recent years, the concept of 'go green' has become a focal point that companies, organisations, and even countries need to work on intensively. This is actually in line with the SDGs, or a global goal, namely, to eradicate poverty, save the earth, and ensure that all people can enjoy peace and prosperity. To achieve "go green" status, some companies in Indonesia and Malaysia have taken initiatives such as implementing green marketing policies, a green supply chain, and green human resource management (GHRM). Among these practices that implement the topic of "green" and sustainability in companies, green human resource management (GHRM) has also received increasing attention, both in the literature and in practice. For example, Alhadid et al. (2014) found a positive impact of green practices on organisational performance. Specifically, they showed there was a significant impact between income and the effectiveness of operations in the industry when environmentally friendly practices are implemented. According to the Waste & Resources Action Programme (2014), adopting environmentally friendly practices offers companies several benefits, such as reducing production costs, increasing resource efficiency, reducing the carbon footprint, improving environmental performance, improving the company's image, and increasing employee awareness of the environment. When a company adopts environmentally friendly practices, it must be supported by its human resources (HR) in their implementation (Jabbour et al., 2010). Through the involvement of GHRM, employees' awareness to contribute to a sustainable or green work practice could then be built.

As awareness is raised, it will lead to a commitment to issues pertaining to environmental sustainability. The purpose of the GHRM practice in a company is for the employee to apply this not only because of the system or company rules that are obliging but also because of the pro-environment outlook that was nurtured as an internal motivation in each of the employees. It is related to their personal belief in having an environmentally friendly practice and also to a guilty feeling when neglecting it (Graves & Luciano, 2013; Graves & Sarkis, 2012; Koestner & Losier, 2002). Chaudhary (2018) found that millennials in India perceive that a company that implements GHRM practices has shown the organisation's prestige, which has led to higher job pursuit intentions for that company. In other previous research, the driving factors for applying for a job in the company are the attributes inherent in the company, the more positive attributes of the company, and the intention to apply for a job increasing to that company (Collins & Stevens, 2002; Gomes & Neves, 2011; Vitaloka, 2015). This result relates to the fact that organisational attributes influence the intention to apply for a job (Nilaswari, 2018). According to the theory by Howee and Strauss (2000), the millennial generation has a different perspective from other generations about common beliefs and behaviours, such as work value in place work. The baby boomer generation consists of those who were born between 1943 – 1960, while Gen-X are those who were born between 1961 – 1980, Gen-Y are those who were born between 1981 – 2000 (the Millennial generation), and Gen-Z are those who were born between 2001 – now. Based on the survey results from the Central Statistical Board (Badan Pusat Statistik – BPS) of Indonesia and the Statistical Board Malaysia (Badan Statistik Malaysia – BSM), in 2020, the millennials are projected to be the largest generation in the workforce, surpassing both the baby boomers and Gen-X, as the majority of millennials will be of productive age by 2020, as seen in Fig. 1.

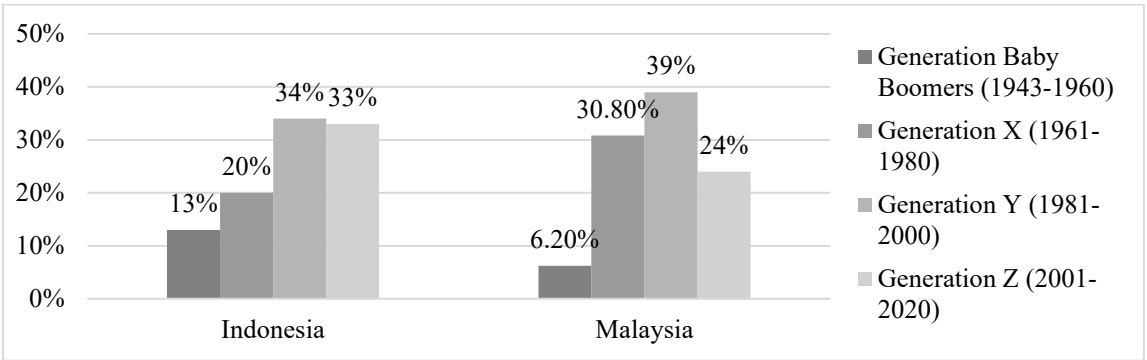

Fig. 1 - Inter-generation the population projection comparison in Indonesia and Malaysia 2020

In Fig. 1, we can see that within a short period, millennials will occupy the largest proportion of people in the workforce. According to the projections from BPS (Badan Pusat Statistik) and BSM (Badan Statistik Malaysia), in 2020, the millennials in Indonesia will reach 43%, or 83 million people, from the total of 271 million people in Indonesia, while in Malaysia, it is projected that the millennials will reach 39%, or 13 million people, from a total of 33,28 million people in Malaysia. The majority of job seekers in companies are Gen-Y, or the Millennials, who are the graduating students in universities. Each generation could then influence the business trend. Learning from the mistakes and successes of

previous generations has become a crucial point for a company to reduce problems in the workplace, as well as utilising it as a tool to achieve organisational goals more efficiently (Indriyana & Djastuti, 2018).

As a case in point, to be a company that is attractive to their potential employees, the company needs to understand the important values held by those future employees of the company.

Organisational commitment to sustainability through GHRM implementation influences talent's job pursuit intention (JPI) and serves as a source of employer branding (Chaudhary, 2019; Guillot-Soulez et al., 2022; Yasin et al., 2023). Given the relevance of this issue, the researcher aims to investigate whether the implementation of GHRM in a company influences the job pursuit intentions of potential employees. While GHRM attracts candidates with green awareness and consciousness (Chaudhary, 2021; Gill et al., 2021), the moderating role of applicants' personal environmental orientations between GHRM and organisational attraction lacks sufficient support (Chaudhary & Firoz, 2022). Inconsistencies in research results regarding pro-environmental consciousness as a moderator variable influencing the relationship between GHRM and JPI motivate further investigation. Therefore, this study aims to explore whether individual pro-environmental consciousness affects the relationship between GHRM and JPI. The research will focus on final-year university students who are millennials and potential candidates for companies in the near future.

2 Literature Review

2.1 Green Human Resource Management (GHRM)

Human Resource play a vital role in the influence of green business practices, such as saving the environment, training and recruiting, developing a green workforce, enforcing environmentally friendly green practices, and amending environmentally unfriendly behaviours (Deshwal, 2015). HRM has related to environmental management and produced a set of measurements further known as "green HRM practices," where all the items in the assessment have embedded environmental aspects in the HR processes (Jabbour et al., 2010). Table 1 displays some examples of GHRM practices that can be implemented across various aspects of the company. Environment-friendly human resource processes give better efficiency, minimise costs, and manage to develop and nurture an environment of engaged employees, helping organisations operate in an environment-friendly and sustainable manner (Chaudhary, 2018). The application of green practices by a company can be a compelling factor for prospective applicants in choosing it as their workplace. Highhouse et al. (2003) discovered that every company aspires to be perceived as an attractive choice for both potential applicants and existing employees.

Table 1 - Green human resource management practice (Jabbour et al. 2010)

Human Resource Dimensions	Examples of GHRM in Company
Recruitment	The company prefer to use the electronic recruitment.
	The company declares that it prefers employees with environmental management knowledge when a position open.
Selection	During the hiring process of an employee, the candidate motivation for environmental management is considered
	A candidate's environmental motivation is verified during all of the selection stages (application, interview, experience).
Training	Environmental training is viewed as an important investment.
	The company has a continuous environmental training program.
Reward	Employees are financially rewarded for their performance in environmental management issues.
	Employees who contribute to environmental management improvement are publicly recognised by the company (prize, award, honors).
Job Analysis and Description	The environmental dimension influences the company's strategy and its long-term objectives.
	The company's positions demand that employees have environmental management knowledge.
Performance Appraisal	The company establishes environmental objectives that each employee must accomplish.
	An employee's contributions to environmental management improvement are evaluated by the appraisal company.

2.2 Job Pursuit Intention Theory

Christiani (2008) interpreted intention as a preferential action that was done on purpose, with goals, and not without any aim. Ajzen (1991) expressed that desire or intention is assumed to catch the motivational factor that influences an action. As a general norm, the greater the desire to do an action, the greater that action is performed as well. Fishbein and Ajzen (1975) proposed the Theory of Reasoned Action (TRA), which posits that human actions result from a rational

chain of cognitive thoughts. According to TRA, the primary determinant of an action is the desire or intention to perform that specific action, and this desire is influenced by the individual's attitude towards the behaviour and the subjective norm. The theory outlines a four-step process for understanding how people engage in activities in life: belief-attitude-intention-behaviour. According to Highhouse et al. (2003), the intention to apply for a job could be assessed through five items, which include receiving job offers, placing a company as one's first choice, being present at an interview session, making the best effort to be able to work for that company, and feeling interested in the company. Intentions appear to mediate the effects of company attractiveness and prestige on organisational choice. It should be noted, however, that the structural model based on the Fishbein and Ajzen model could not be empirically distinguished from a model including no mediator.

2.3 Pro-Environmental Consciousness

Person-organisation fit (P-O fit) is generally defined as conformity between organisational values and individual values (Kristof, 1996). There are four concepts that explain the person-organisation fit:

1. **Value congruence**: conformity of the intrinsic value of individuals with organisations.
2. **Goal congruence**: conformity between the goals of individuals and organisations; in this case, leaders and coworkers.
3. **Employee need fulfilment**: conformity between employee needs and strengths in the work environment and organisational structure.
4. **Culture personality congruence**: conformity between the personality (non-value) of each individual and the climate or organisational culture.

The P-O fit perspective suggests that individuals will be most attracted to organisations that have cultures congruent with their own set of values (Behrend et al., 2009). Graves and Luciano (2013) identified the Self-Determination Theory in employees engaged in pro-environmental practices. The research distinguishes the external and internal motivations of employees when implementing pro-environmental practices. Both external and internal motivations may co-exist, as the employees encounter various reasons to engage in these practices. External motivation involves employees engaging in pro-environmental practices due to external factors, such as reward and punishment policies implemented by the companies. Internal motivation comes from within employees and is related to their personal belief in adopting environmentally friendly practices, including a sense of guilt when neglecting these practices (Graves & Luciano, 2013; Graves & Sarkis, 2012; Koestner & Losier, 2002). Pro-environmental behaviour in the workplace is normally more observable and more constrained by organisational requirements and social norms. Therefore, it is suggested that behaviours observed in organisational settings could differ remarkably compared to when they are investigated in non-professional settings (Wiernik et al., 2016).

3. Methodology

3.1 Participants and Procedures

The participants in this study are 200 final-year students from all faculties of IPB University in Indonesia and UPM in Malaysia. IPB University is one of the state universities in Indonesia and the only institution (called an institute or equivalent to a university) in Indonesia that is fully trusted by the government to pursue and develop tropical agricultural sciences in the country. Similar to IPB University, Universiti Putra Malaysia (UPM) is also a university that was originally established as an agricultural university in Malaysia. These two universities are also leading universities in Indonesia and Malaysia. IPB University and UPM currently have similar visions and missions to make their campuses green universities. The sample was calculated using the formula for a finite population proposed by Lemeshow et al. (1990) with a 95% confidence interval and 0.05 desired precision. Due to the unknown estimated proportion, 0.5 was used. Based on this calculation, a sample of 94 respondents from IPB University and 92 respondents from UPM was required.

The samples in this research were selected using the non-probability sampling method, specifically employing the convenience sampling technique. Convenience sampling refers to the collection of information from members of the population who are conveniently available to provide it (Sekaran, 2006). This technique involves individuals who believe the research questions are relevant (Bryman, 2012). A total of 200 respondents were collected, with 100 respondents from each university. It was observed that 40% were male and 60% were female. Considering the age of the participants, 52.5% were 20-22 years old and 47.5% were 23-27 years old. In addition, based on education background, 61.5% group science and 38.5% group society. In terms of green activity among the participants, 60% have been green activity on campus, and 40% have not been green activity on campus. In this study, the participant will read the scenario about the company that implements GHRM, starting from recruitment, selection, job analysis, training, reward, performance appraisal, and also work culture and community responsibility, which may influence the participant to understand well the practice of GHRM in a company.

3.2 Measures

This research has two hypotheses. The first one is that the GHRM has a significant effect on JPI (H_1). The second one is that the GHRM has a significant effect on JPI through pro-environmental consciousness (H_2). The GHRM was measured using five items focusing on the perspective of the participants on the company policies about GHRM, referring to the scenarios adopted from Chaudhary (2018), Jabbour et al. (2010), and Highhouse et al. (2003). Cronbach's α value of the scale was found to be 0.759. Pro-environmental consciousness was measured using a five-item scale adopted from Behrend et al. (2009). The Cronbach's α value of the scale was found to be 0.790. Job pursuit intention was measured using a five-item scale adopted from Chaudhary (2018). The Cronbach's α value of the scale was found to be 0.775. The operational variables that are used in this research are shown in Table 2.

Table 2 - Operational variables

Variable	Definition of variable	Code	Indicator
GHRM (Green Human Resource Management)	GHRM is awareness towards environmental affairs, and stands for the social as well as economic well-being of both the organisation and the employees (Chaudhary, 2017)	GHRM1	Good place to work
		GHRM2	First choice company
		GHRM3	Attractive company
		GHRM4	Learning about this company
		GHRM5	Company is very appealing
JPI (Job Pursuit Intention)	Ajzen (1991) expressed that desire or intention is assumed to catch the motivational factor that influences an action.	JPI1	Accept the job
		JPI2	Recommend this company to others
		JPI3	Will come to interview
		JPI4	Give effort to join this company
		JPI5	Willingness to apply
GB (Pro-Environmental Consciousness)	Pro-environmental Consciousness Person-organisation fit (P-O Fit) is generally defined as conformity between organisational values and individual values (Kristof, 1996).	GB1	Environmental friendly activity
		GB2	The responsibility of the firm and environment
		GB3	Effectiveness toward business green activity
		GB4	Pro-environmental consciousness employee
		GB5	CSR activity

This research uses a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). This scale is intended to test the students' perceptions of GHRM, JPI, and pro-environmental consciousness and how strongly the respondents agree with the statement.

3.3 Data Analysis

The data analysis methods used in this study include classical assumption testing and hierarchical regression analysis. A classic assumption test is needed to find out whether the regression estimation of the data distribution is normal and whether the data excludes symptoms of heteroscedasticity and multicollinearity (Sekaran, 2006). The normality test has the purpose of knowing whether the population of the data is normally distributed or not. Decision-making on the normality test is based on the value of probability, or sig > 0.05. Multicollinearity assumptions are assumptions that indicate the existence of a linear relationship among several predictor variables in a linear regression model. The results of the multicollinearity calculation can be seen in the Variance Inflation Factor (VIF) table and tolerance. The VIF value for a variable should be > 0.1 or have a tolerance of no more than 10.

Hierarchical linear regression was used to test the proposed relationships among the dependent variable, dependent variable, and moderator variable with the Hayes process (Hayes, 2013), which uses the bootstrap procedure with the SPSS macro process to test the indirect effect of the moderator and whether there is an increase or decrease in the relation between the independent variable and dependent variable. The dependent variable in this study is Job Pursuit Intention (JPI), the independent variable is GHRM, and the moderator variable is pro-environmental consciousness. The hierarchical regression formula is calculated based on the formula presented by Baron and Kenny (1986), as shown below:

Direct effect: $Y = \alpha + \beta_1 X + \varepsilon$ (1)
Indirect effect equation: $Y = \alpha + \beta_1 X + \beta_2 M + \beta_3 XZ + \varepsilon$ (2)

Where:
X = Green Human Resource Management (GHRM)
M = Pro-Environmental Consciousness
Y = Job Pursuit Intention (JPI)
α = regression constant coefficient value
β_1 = Value of regression coefficient value of GHRM to JPI
β_2 = Value of regression coefficient value of GHRM towards Pro-Environmental Consciousness
β_3 = Value of regression coefficient value of Pro-Environmental Consciousness towards JPI

4. Results and Discussions

4.1 Classical Assumption Test

As shown in Table 3, the significance value is 0.200, indicating that it is greater than the commonly used threshold of 0.05. It suggests that the residuals are reasonably assumed to be normally distributed.

Table 3 - Normality test

Kolmogrov Smirnov	Asymp. Sig. (2 Tailed)
2.013	0.200

As shown in Table 4, the VIF value is 1.368, and the tolerance is 0.731. The results of the multicollinearity test show that there is no variable that has a tolerance value of less than 0.1. The results of the calculation of the variance inflation factor (VIF) also show that there is not a single independent variable that has a VIF value of more than 10. It can therefore be concluded that there was no multicollinearity between the independent variables in this study.

Table 4 - Multicollinearity test

Variable	Tolerance	VIF
Green Human Resource Management	0.731	1.368
Job Pursuit Intention	0.731	1.368

The heteroscedasticity test aims to test whether variance in the regression model occurs from the residual inequality from one other observation. If the variant of the residual from one observation to another observation remains, then heteroscedasticity occurs. As displayed in Fig. 2, it can be seen that the points spread randomly above and below the number 0 on the Y axis. It is concluded that there is no heteroscedasticity in this data.

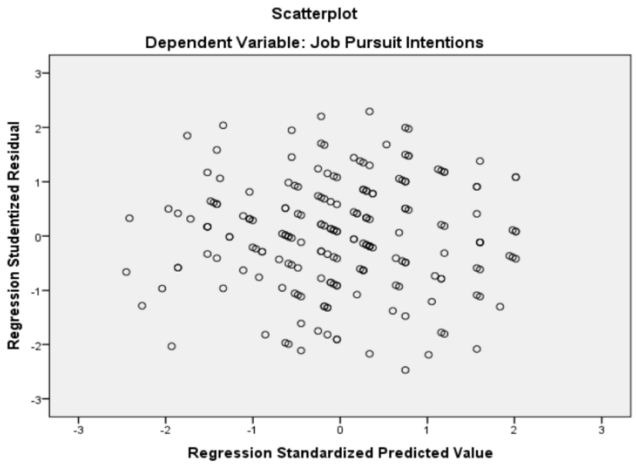

Fig. 2 - Scatter plot diagram

3.2 Descriptive Statistics

The mode of the variables used in this study is shown in Table 5. The table obtained the values of the mean, standard deviation, F-value, and P-value from each variable. The scale is represented in Table 5.

Table 5 - The frequency distribution of manipulation checks between the respondent

Variables	Mean	SD	F-value	P-value
GHRM	20,33	2,32	0.033	0.856
Indonesia	20,36	2,45		
Malaysia	20,30	2,19		
Job Pursuit Intention (JPI)	19,88	2,48	4.880	0.028
Indonesia	20,27	2,27		
Malaysia	19,55	2,64		
Pro-environmental consciousness (GB)	22,28	2,42	4.867	0.029
Indonesia	21,92	2,38		
Malaysia	20,33	2,22		

Table 5 shows the difference between the individual variables in both Malaysia and Indonesia. The results indicate that the GHRM variable has an F-value less than the F-table (3.94), and the significance value is greater than 0.05, suggesting no significant difference in perception between Indonesians and Malaysians regarding the GHRM variable. However, for the variables JPI and GB, the F-values exceed the F-table, and the significance values are less than 0.05, indicating a significant difference in the assessment of Indonesian and Malaysian students' perceptions regarding the JPI and GB variables.

Furthermore, according to the descriptive analysis, 89% of millennials strongly agree with the statement that a company that implements GHRM is a good place to work (GHRM1). The results also revealed that 85.5% of participants strongly agree or have a strong intention to apply for a job (JPI5) in a company that implements GHRM practice. In terms of millennials' pro-environmental consciousness, 85% of respondents believe that the company has a responsibility to manage the environment well. This is one of the ways in which the company can contribute to saving the environment by carrying out environmentally friendly activities (GB1). These include, for example, generating renewable energy, reducing waste, and recycling, which also focus on eco-efficiency, environmental leadership, and innovation as part of Corporate Social Responsibility (CSR) (Chan & Ong, 2022).

3.3 Hierarchical Linear Regression Analysis

The statistical analysis used in the study is hierarchical regression using the Hayes process method to measure the effect of a single moderator variable. The results of statistical calculations using SPSS 22 are presented in Table 6.

Table 6 - Hierarchical regression result

Variable	P Value	t
Pro-Environmental Consciousness as moderator (int_1)	0.706	0.377

Table 6 shows the moderator effect between the dependent variable and the independent variable in the study. The value of Int_1 Pro-Environmental Consciousness is the multiplication between GHRM and Pro-Environmental Consciousness. The results suggest that the dependent variable and the independent variable are successfully moderated if the int_1 effect is significant, where the P-value is less than 0.05, which means that there is a moderation effect between the dependent variable and the independent variable. Meanwhile, according to Table 6, it can be seen that int_1 has $t = 0.377$ and $p > 0.05$. Therefore, it can be said that the pro-environmental consciousness variable does not act as a moderator variable between the two variables. In the questionnaire, respondents were asked to fill out their perceptions of the personal pro-environmental consciousness in the company. The results showed that although respondents considered themselves not really concerned about the environment, they still considered the company that had implemented GHRM practices as a company, which was good for work, and the intention to apply for a job at the company was still high. Because of that, the pro-environmental consciousness variable does not moderate the GHRM and Job Pursuit Intention. The following is a picture that shows the relationship between the three variables in Fig. 3.

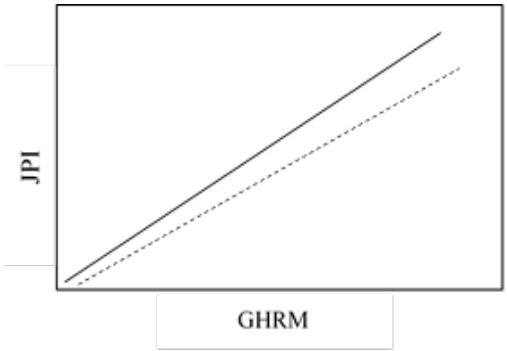

Fig. 3 - Effect of pro-environmental consciousness on GHRM and JPI

Fig. 3 shows that the calculation results with a high pro-environmental consciousness (indicated by a line) and a low pro-environmental consciousness (indicated by a dash line) are known to have a positive relationship between GHRM and JPI. This means that the higher the influence of GHRM, the higher the JPI or interest in applying for jobs in companies that apply GHRM practices. This also means that the pro-environmental consciousness variable has a very small effect, or it can be concluded that the effect is not significant on the GHRM and JPI variables as moderators. In this study, the pro-environmental consciousness variable does not moderate or influence much in the relationship between GHRM and JPI because the assumption of respondents who value companies that implement good GHRM practices makes the intention to apply for jobs in this company higher than the green respondent's behaviour in daily life.

In this study, we also measure the magnitude of the influence of independent variables, both directly and indirectly, on the dependent variable. There is one dependent variable, one independent variable, and one moderator variable. The dependent variable in this study is job pursuit intention; the independent variable in this study is green human resource management; and the moderator variable in this study is pro-environmental consciousness. The results of processing the SPSS path analysis data are presented in Table 7.

Table 7 - Linear regression result

Variable	R-Square	Coefficient Standardised B	Correlation moderator	t	Sig
Green Human Resource Management	0.346	0.561	0.518	8.318	0.000
Pro-environmental consciousness		0.049		0.733	0.464

Based on Table 7, it can be seen that the GHRM variable has a significant influence on the job pursuit intention variable, as evidenced by the value of the P-value < 0.05, while the moderator variable does not have a significant influence on the job pursuit intention variable, as evidenced by the P-value > 0.05. Based on the results of the coefficient of determination in the direct and indirect effects equation, it is known that the direct effect of the GHRM variable on JPI is more significant than the indirect effect, which is mediated by the pro-environmental consciousness variable. The influence of variables will be shown in Fig. 4.

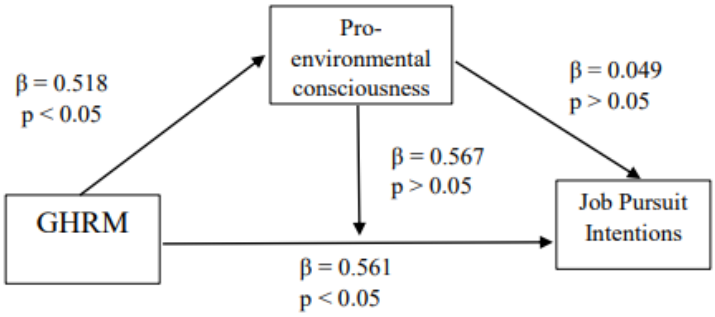

Fig. 4 – Results of the model path analysis

According to the calculation results in Fig. 4, it shows the conclusions from the research for the first hypothesis that rejected H_0 and accepted H_1 because it is proven that the GHRM practice has a direct effect on the millennial generation on pursuit intention with $\beta = 0.561$ and P-value < 0.05. It has been shown that GHRM practices in companies significantly influence the job pursuit intentions of the millennial generation in Indonesia and Malaysia. Meanwhile, for the second hypothesis, H_0 was accepted and H_2 was rejected because it is proven that GHRM practice of job pursuit intention through the pro-environmental consciousness variable does not have a greater influence than the direct influence of GHRM practices on job pursuit intention; the total indirect effect through pro-environmental consciousness gives the effect with $\beta = 0.567$ and P-value > 0.05. From the results of the calculation, it can be seen that the pro-environmental consciousness effect in this study cannot provide a significant influence between the GHRM and JPI.

The results of this study show that GHRM practices can become one of the strategies companies use to attract the millennial generation in the labour market. Most of the respondents from Indonesia consider that manufacturing companies in Indonesia should care more about the environment, especially nowadays that Indonesia is one of the largest pollution contributors in the world. Subsequently, the policies in the company related to green practices give respondents positive impulses to choose the workplace. Meanwhile, respondents from Malaysia considered that a company that took the initiative to become a green company was a company that was a big company, advanced in terms of facilities, and tended to be more prestige for respondents, so even this factor was able to become an impulse for millennials in Malaysia. This was in line with the findings of several studies about job-seeking intentions. Chaudhary (2018) finds the result that GHRM supports the significant relation to job pursuit intention of the millennial generation in India. The millennial generation, according to Howee and Strauss (2000), has different beliefs and behaviours towards the previous generation related to life and work of interest. This is related to the fact that millennials now also pay attention to what the company does to the environment, not only to the benefits the company provides to employees, which can influence their intention to choose the workplace (Behrend et al., 2009). It was found that the stance of the millennial generation in their perspective regarding green practices did not affect them in choosing a place to work. This is also in line with the research conducted by Nilaswari (2018) and Vitaloka (2015), who found that the variables that most influence the intention to apply for jobs from the millennial generation are attributes that exist within the company, including the policies implemented by the company. Tsai et al. (2014) also find that CSR activity conducted by the company is able to be an attractive thing for the job seeker to join the company. For the effect of the moderator, the result of this study related to another previous study from Behrend et al. (2009), which stated that the effect of the environmental message on job pursuit intentions was not moderated by the applicant's personal environmental stance. This is due to the culture at the research site that previously considered the company that must be done for business operations that are in accordance with the environment of the personal pro-environmental consciousness. In the theory of Fit Person-Organisation by Kristof (1996), there are several concepts that guide someone in choosing an organisation's workplace. In this study, it was found that the millennial generation was not moderated by the value congruence concept, which conformed to the intrinsic value of individuals with organisations. Millennials in Indonesia and Malaysia are more likely to be moderated by the concept of employee fulfillment when looking for work. This finding was strengthened through open questions in the questionnaire, which found several other factors that were considered by this generation in finding work in general, namely compensation, work environment, brand image of the company, and facilities. From the results above, it can be concluded that GHRM practices implemented by manufacturing companies are able to be an impulse or booster for millennials in Indonesia and Malaysia in choosing workplaces that are released from their personal pro-environmental consciousness.

4. Conclusion

In summary, the millennial generation, which is the final-year students who are ready to enter the labour market in both Indonesia and Malaysia, considers GHRM practices in manufacturing companies to be very necessary. The respondents assume that a company adopting GHRM practices is a desirable workplace, whether they possess pro-environmental consciousness in their daily work or not. Furthermore, there is a high willingness among respondents to apply for jobs at the company. The GHRM practice was found to be significantly related to the job pursuit intention of millennials in Indonesia and Malaysia, and pro-environmental consciousness was found to have no significant influence as a moderator variable.

This research has important implications for HRM. First, organisations need to be able to understand what factors may influence their intention to seek employment in order to compete for talented employees in the labour market, especially millennials, which have the potential to dominate the workplace in the coming years. There is one strategy that the company can use as a push strategy, namely on-campus recruitment. Through this strategy, the company can meet with potential applicants as part of the recruitment process. Second, for manufacturing companies that have not implemented GHRM practices, the company can start implementing GHRM practices in the form of rewards for employees who continuously implement the policy. The company can also provide training on the implementation of a sustainable environmental policy within the company, both formal and informal. Thus, by implementing GHRM, companies can promote millennials' interest in working for the company while increasing employees' pro-environmental consciousness.

The limitation of this research is that it provides a general description of GHRM practices in various scenarios based on the theory of Jabbour et al. (2010), yet does not specifically delve into GRHM practices in companies that have implemented the entire spectrum of these practices. Further research can be carried out to analyse the effect of GHRM practices on the intention to seek employment by using other moderator variables. This research employs the concept of person-fit analysis by Kristof (1996) to assess the conformity value between the company and applicant. Future studies can further explore this topic with another concept aside from the person-fit analysis by Kristof. Future research could also consider measuring employees' perceptions of GHRM within the company they work for. Moreover, this study employed a quantitative approach with convenience sampling, involving 200 participants in two countries: Indonesia and Malaysia. The data collection process may introduce bias, potentially compromising the accuracy of the findings. Therefore, future research should explore alternative sampling methods, consider a larger sample size, and include participants from other countries.

Author's Contribution

Wahyuningsih, F.: Conceptualization, Methodology, Investigation, Visualization, Formal Analysis, Writing – original draft. **Kartika, L.**: Writing – review and editing, Supervision, Validation. **Abdullah, A.R.**: Writing – review and editing, Supervision, Validation.

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