



Ömer Halisdemir Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi  
Yıl: Ekim 2018 Cilt-Sayı: 11(4) ss: 29-40

Academic Review of Economics and Administrative Sciences  
Year: October 2018 Vol-Issue: 11(4) pp: 29-40

<http://dergipark.gov.tr/ohuiibf/>

ISSN: 2564-6931

DOI: 10.25287/ohuiibf.467933

Geliş Tarihi / Received: 29.08.2018

Kabul Tarihi / Accepted: 10.10.2018

Araştırma Makalesi

Research Article

# THE MATCH OF NON-ENVIRONMENTAL PREFERENCES OF JOB INTERVIEWERS AND JOB APPLICANTS: A DESCRIPTIVE ANALYSIS OF NATURAL RESOURCE INTENSIVE BUSINESSES IN TURKEY\*

Özge DEMİRAL<sup>1</sup>

## Abstract

*This study explores the extent to which the environmentally-friendly job preferences of human resource managers (interviewers) and job applicants (interviewees) match in case of Turkey's resource-dependent business organizations. The study covers 63 human resource managers from 11 medium/large-sized businesses that have several joint-plants producing cement and variety of sorts of metal/mineral supplies in different cities in Turkey and 75 job applicants that these human resource managers interviewed. Consequently, 138 participants were asked to quantitatively rank the importance of 22-item criteria when they choose where to work. The comparison of the mean scores demonstrates that both interviewers and interviewees are not that concerned with the green workplace, green business, and eco-friendliness. Rather, salary and other benefits, promotion and career opportunities, organizational reputation, and match of skills/qualifications to job requirements are found as the key factors affecting the work/job decisions of both interviewers and interviewees. Moreover, the only demographic difference is found in gender among interviewers that female managers more tend to prefer environmentally-friendly jobs/works. Emphasizing the roles of regulations and environmental standards to make business organizations greener, the study concludes with recommendations for practice within the green human resource management and green business perspective.*

**Key Words** : Green HRM, Green business, Job interview, Eco-friendly work culture, Descriptive analysis, Turkey.

**Jel Classification** : J24, M12, M14.

\* The author would like to greatly thank anonymous human resource managers (interviewers) and job applicants (interviewees) for their valuable responses to the survey of the study.

<sup>1</sup> Asst. Prof., Niğde Ömer Halisdemir University, Faculty of Economics and Administrative Sciences, Department of Business Administration, [odemiral@ohu.edu.tr](mailto:odemiral@ohu.edu.tr), ORCID: <https://orcid.org/0000-0003-0165-2206>

# İŞ GÖRÜŞMESİ YAPANLARIN VE İŞ ADAYLARININ ÇEVRECI OLMAYAN TERCİHLERİNİN UYUMU: TÜRKİYE'DEKİ DOĞAL KAYNAK YOĞUN İŞLETMELER ÜZERİNE TANIMLAYICI BİR ANALİZ

## Özet

*Bu çalışma, insan kaynakları yöneticilerinin (iş görüşmesi yapan) ve iş başvurusu yapan adayların (iş görüşmesi yapılan) çevreci tercihlerinin ne oranda benzediğini, Türkiye'deki doğal kaynağa bağımlı olarak faaliyet gösteren işletmeler kapsamında belirlemektedir. Çalışma, Türkiye'deki farklı şehirlerde bağlı birimleri ile çimento/beton ve farklı minerallerden oluşan ürünler üreten 11 orta ve büyük ölçekli işletmede çalışan 63 insan kaynakları yöneticisini ve bu yöneticilerin iş görüşmesine aldığı 75 iş adayını kapsamaktadır. Söz konusu 138 katılımcıya 20 maddeli bir kriter listesi sunulmuş ve iş seçerken neyi önemsediklerini nicel olarak puanlamaları istenmiştir. Skor ortalamalarının karşılaştırılması sonucunda hem iş görüşmesi yapan yöneticilerin hem de iş görüşmesi yapılan adayların iş/işyeri seçiminde yeşil işyeri, yeşil işletme ve çevre dostu gibi özellikleri çok dikkate almadıkları bulgusuna ulaşılmıştır. Ancak, maaş ve diğer ödemeler, terfi ve kariyer olanakları ve örgütsel itibarın yanında yetenekler ile iş gereklerinin uyumu gibi kriterlerin hem iş görüşmesi yapan yöneticilerin hem de iş görüşmesi yapılan adayların iş/işyeri seçimini etkileyen önemli faktörler olduğu belirlenmiştir. Ayrıca, demografik özelliklerdeki tek anlamlı farklılık insan kaynakları yöneticileri grubunun cinsiyet boyutunda bulunmuş ve kadın yöneticilerin çevre dostu iş ve işletmeleri tercih etme eğilimlerinin daha yüksek olduğu belirlenmiştir. İşletmelerin daha yeşil olması için yasal düzenlemelerin ve çevre standartlarının önemini ortaya koyan çalışma, yeşil insan kaynakları yönetimi ve yeşil işletme perspektifinde ileriki uygulamalar için öneriler sunarak tamamlanmaktadır.*

**Anahtar Kelimeler** : Yeşil İKY, Yeşil işletme, İş görüşmesi, Çevreci çalışma kültürü, Tanımlayıcı analiz, Türkiye.

**Jel Sınıflandırması** : J24, M12, M14.

## INTRODUCTION

Continued degradation of the environment and excessive extraction of natural resources due to primarily business activities have introduced the concern of sustainability. Thereby, the natural environment and resource protection for the benefits of future generations has increasingly received a great attention from many politicians, business people, and individuals (Bombiak & Marciniuk-Kluska, 2018). A considerable part of environmental degradation is caused directly or indirectly by the production activities of business organizations that extract various natural resources at a faster rate than they are replaced or renewed. Meanwhile, recently, business organizations have been confronted with a number of global environmental challenges such as global warming, depletion of natural resources, increasing waste and environmental pollution (George *et al.*, 2015).

The conventional wisdom predicting that eco-friendly practices impose additional costs on business organizations and consequently reduce organizational competitiveness has been weakened by contemporary evidence documenting that green business performance does not necessarily cause higher cost, rather it can lead to an increase in the competitiveness (Ambec & Lanoie, 2008). In line with the shift in the organizational mindset from short-term profit maximization toward long-term sustainability, creating an eco-friendly work culture in business organizations has recently become a considerable research domain in the different fields of business and management disciplines (Jennings & Zandbergen, 1995; Renwick *et al.*, 2013; Tang *et al.*, 2018). This research

interest centers around the practices of businesses manufacturing resource-intensive products and/or directly extracting various environmental resources such as metals, minerals, and petroleum that are widely characterized as environmentally deteriorative activities. Therefore, there is a societal expectation for these polluter businesses to adopt more eco-friendly, ethical and responsible practices in every stage of their operations within both organizational and environmental sustainability strategies (Sharma, 2000; De Lange *et al.*, 2012; George *et al.*, 2015).

In fact, for new employees, eco-friendly work cultures of organizations are introduced through green recruitment practices before they start working. Therefore, a new research body has focused on the green human resource management (HRM) practices that especially resource-dependent businesses are supposed to adopt for offsetting, at least for easing, their environmentally destructive impacts. However, in practice, both employees and employers seem to have paid little attention to the green HRM practices. Moreover, the match of the preferences of HRM managers during the employee hiring process with those of job applicants while they are looking for the best jobs for them remains unexplored, especially in Turkey case.

Addressing this research gap and in response to the increasing calls for further research on the environmentally friendly or green behaviors of incumbent employees and job applicants (future employees) this study uses some descriptive statistics and compares the environmentally-friendly preferences of HRM professionals (interviewers) to those of their potential employees (job applicants) in case of selected resource-dependent businesses in Turkey in order to determine the extent to which their job and work preferences overlap. The study continues with a presentation of the conceptual framework covering the definitions of the aspects of sustainable development and organizational sustainability, green business and green HRM, along with the roles of societal awareness and government interventions. Next, the study proceeds with a brief overview of the directions in the relevant literature on green HRM and green business in Turkey case focusing on the existing research gap. Then, a descriptive analysis in Turkey case is conducted and results are reported. Last, the study concludes with evidenced recommendations for future practice within the green human resource management and green business perspective.

## **I. CONCEPTUAL FRAMEWORK**

### **I.I. Sustainable Development and Organizational Sustainability**

In the broadest approach, sustainability is associated with intergenerational equity and common interest. In this context, one of the most-cited definitions of sustainable development is that of the World Commission on Environment and Development (WCED) which underlines the ability of human being to make development sustainable and defines sustainable development as the ability "to meet the needs of present generation without lessening the ability of future generations to meet their own needs" (WCED, 1987: 8). In this definition, sustainable development has economic, social and environmental dimensions that together constitute the organizational responsibilities that are widely referred to as a term of corporate social responsibility. Therefore, business organizations are required to adopt to environmentally-friendly practices that are about the organizational sustainability which emphasizes the need to acknowledge the interrelationship between the environment and organizational resources (Kramar, 2014). Organizational sustainability is primarily defined as "keeping the business going" which refers to the "future proofing" of organizations (Wales, 2013: 39).

Organizational sustainability is based on the social responsibility that has the institutional, organizational, and individual level principles. These principles include producing eco-friendly products, using low-polluting technologies, cutting costs with recycling, *etc.* (Wood, 1991). These principles reciprocally link environmental management strategies to HRM practices relying on the

attractiveness of becoming green for talented employees. Eco-friendly HRM practices such as considering a candidate's green values during the recruitment and selection process, green performance management and appraisal, green pay and reward systems, green training, green promotions, *etc.* can motivate green employees to join the workforce of green business organizations that are involved in environmental management (Renwick *et al.*, 2013; Shen *et al.*, 2016).

## **I.II. Green Business and Green Human Resource Management**

In the ecological aspect, the growing roles of sustainable organizational development, green competitive advantage, and green corporate social responsibility have created a need for organizations to integrate the pro-environmental management practices into their human resource policies. This relatively newer meaning of HRM is referred to as green HRM which is about a planned alignment of typical HRM practices with the organizations' environmental goals. Green HRM originates from green business (Ambec & Lanoie, 2008; Haddock-Millar *et al.*, 2016; Mishra, 2017; Bombiak & Marciniuk-Kluska, 2018). As a synonymous with the notion of sustainable business, green business is "an organization that is committed to the principles of environmental sustainability in its operations, strives to use renewable resources, and tries to minimize the negative environmental impact of its activities" (Čekanavičius *et al.*, 2014: 76).

Green business and green management characterized by eco-friendly work culture matter for not only tangible assets such as effectiveness, cost-saving, and productivity but also it is important for intangible assets including social responsibility, ethics, employee health, sustainability, trust, and respect (Alfred & Adam, 2009). Therefore, organizations have been now aware of the need to integrate the environmental concerns into their overall business strategies to have a sustainability-based competitive advantage (Barney, 1991; Esty & Winston 2006; Ambec & Lanoie, 2008). As an important component of the green business where eco-friendly work culture prevails, green HRM is a set of HRM practices including green recruitment, green performance appraisal, green training/development, green compensation, green employee relations, *etc.* (Renwick *et al.*, 2013; Ahmad, 2015). Therefore, green business and green HRM practices are an organizational adjustment to the *Rs* strategy: reduce, reuse, recycle, recover and replace.

## **I.III. Societal Awareness and Government Intervention**

In the relevant literature, studies have vastly examined the organizational internal drivers of becoming a green business. However, as Čekanavičius *et al.* (2014) indicate consumers and governments are also important agents making (or forcing) businesses to become green. Green consumers are those who purchase ecologically produced or eco-friendly products. These environmentally-conscious consumers avoid environmentally harmful consumption and want from businesses to use eco-friendly technology and processes in every stage of production. The individual demand for green business practices become a collective demand as the environmental awareness of societies increase. However, there are studies such as that of Wong (2010) suggesting that the rise in public environmental awareness have not observed in their environmental behaviors and thus governments have an important function to solve environmental problems as well.

Indeed, there is an ongoing debate on whether organizations become greener voluntarily or pro-environmental change in organizations will only come about through stringent state regulation. In practice, pro-environmental regulations and standards enforced by governmental institutions are observed as important factors making businesses greener. Governmental institutions provide a regulatory framework for the business operations of organizations in order to reduce their environmentally harmful influences. Examples of such policies include environmental taxation,

green standards, green-labeling, eco-auditing, green-certifying, *etc.* (Newton & Harte, 1997; Čekanavičius *et al.*, 2014). The green standard, for example, requires businesses to meet certain environmental performance standards such as ISO 14000 (Čekanavičius *et al.*, 2014). This kind governmental regulations and standards are more salient for businesses that produce natural resource-based products. Therefore, the present study is able to provide valuable insights into this ongoing debate on whether organizations become greener voluntarily or involuntarily in the Turkey case.

## II. THE RESEARCH GAP IN TURKEY CASE

Previous studies on green business and green HRM practices covering businesses in Turkey and Turkish employees have been mainly positioned at the theoretical level with a few empirical attempts (*e.g.*, Uygur *et al.*, 2015; Ulus & Hatipoglu, 2016; Kılıç & Özdemir, 2018; Tepe Küçüköğlü & Pınar, 2018). One of the examples of studies with qualitative analysis is that of Uygur *et al.* (2015) which used responses of a general director of a medium-sized touristic hotel located in Muğla city of Turkey to a questionnaire about pro-environmental practices. Consequently, the study suggests that businesses should encourage their employees and customers to protect the environment with green management activities. Besides, it highlights the importance of governmental regulations that compel businesses to implement eco-friendly practices. Moreover, its argument implied that certification of going green could motivate businesses to adopt green management implications.

Another qualitative study is of Ulus and Hatipoglu (2016). In their study, the authors considered such human-related factors as resistance to change, internal communication, and employee engagement in sustainability activities of organizations. They explored how these human factors were managed by tourism companies for organizational sustainability in the case of four companies from different sectors of tourism in İstanbul and Ankara cities in Turkey. Their study found a positive link between the management of human factors and advancement in organizational sustainability in practice. Organizations need to get employees involved in work-related sustainability practices rather than impracticable instructions. Additionally, they documented that sustainability required a deep change necessitating engagement of employees throughout the organization where the involvement of educated HRM managers was essential. Finally, they stressed the importance of the integration of sustainability into efficiency and competitiveness aspects. In response to how HRM functions can contribute to organizational sustainability, they argued that HRM could include sustainability components to its functions by, for example, selecting green-oriented employees through sustainability criteria and by appraising employee performance based on tools like sustainability engagement surveys.

There are several studies (*e.g.*, Kirgiz, 2016; Kılıç & Özdemir, 2018) that cover the eco-friendly consequences of green marketing strategies in Turkey case. On the contribution of green marketing strategies to marketing performance, Kılıç and Özdemir (2018) examined the effects of green marketing strategies such as green product, green pricing and green marketing communication on the marketing performance in Turkey case. They found that especially green pricing and green marketing communication strategies had a significant effect on the marketing performance. This finding is important since it shows how a business can gain financially from going green.

In fact, organizational sustainability is closely associated with green innovation. In this context, Tepe Küçüköğlü and Pınar's (2018) study investigated sustainability-green innovation relationship and the mediation effect of green organizational culture in the relationship using a survey data collected from respondents in Turkey's leading companies that had an ISO14001 Environmental Management Certificate. They found that green organizational culture and green innovation tend to contribute to the organizational sustainability. In line with this evidence, the

green organizational culture was found mediating the relationship between sustainability drivers and green innovation. Again, these findings reveal the importance of eco-friendly work culture for maintaining organizational sustainability.

The present study aims to contribute to the relatively weak literature in several ways. A comprehensive review of the literature on Turkey case revealed that even though the level of public environmental awareness has apparently risen, the business environment has not been that much involved in the environmental issues. This is true for researchers that only a few studies have dealt with green business and green HRM practices in Turkey case. Moreover, there are not many empirical studies covering resource-based business organizations particularly. Again, there is no study which also covers the environmental preferences of job applicants (future employees) together with those of employees that are currently employed. Overall, there is a necessity for investigating the coherence of environmental preferences of job interviewers and job applicants. These research gaps point to an urgent need for motivating empirical studies on businesses in Turkey and Turkish employees. Consequently, this study intends to contribute to the attempts to fill in this research gap by comparing the environmentally-friendly preferences of HRM professionals (interviewers) to those of their potential employees (job applicants) in case of selected resource-dependent businesses in Turkey. The study can also meet the need for exploration of the attitudes of both incumbent employees (insiders) and job-seekers (outsiders) toward green behaviors in such resource-dependent businesses.

### III. A DESCRIPTIVE ANALYSIS IN TURKEY CASE

#### III. I. Sample and Data

The sample universe of the study is HRM professionals working for natural resource-based businesses that extensively use natural resources. In order to have a more specific group, the sample was refined to those that have been directly using natural resources and producing cement and variety of sorts of metal/mineral supplies. The surveys were carried out in different plants of 11 resource-based and similar businesses in five Mediterranean cities (Adana, Antalya, Mersin, Osmaniye, and Hatay) in Turkey. Consequently, data were collected from 138 participants through printed questionnaires filled by 63 HRM professionals in these businesses, and with the help of them, by 75 job applicants that had a job interview with these HRM managers. The key demographic characteristics of participants are shown in Table 1.

**Table 1: Key Demographic Characteristics of Participants (N:138)**

HRM professionals/interviewers (n:63)		Job applicants/interviewees (n:75)	
Age groups	Frequency	Age groups	Frequency
<i>Under 30</i>	9	<i>Under 30</i>	28
<i>31-40</i>	27	<i>31-40</i>	29
<i>41-50</i>	16	<i>41-50</i>	13
<i>Over 50</i>	11	<i>Over 50</i>	5
Gender groups	Frequency	Gender groups	Frequency
<i>Male</i>	39	<i>Male</i>	61
<i>Female</i>	24	<i>Female</i>	14
Formal education levels	Frequency	Formal education levels	Frequency
<i>High school and vocational school degrees</i>	10	<i>High school and vocational school degrees</i>	33
<i>Bachelor's degree</i>	38	<i>Bachelor's degree</i>	28
<i>Master's and doctoral degrees</i>	15	<i>Master's and doctoral degrees</i>	14

As seen in Table 1, the majority of HRM professionals consisted of young and middle-aged employees. Naturally, the number of young people prevails in the sample of job applicants. The dominance of male in both samples is consistent with the characteristics of the sector. Many HRM professionals hold bachelor's degree whereas a considerable number of job applicants is those that graduated from high schools or (mostly) vocational schools. Several HRM professionals stated that their businesses sometimes call for job candidates with some job-specific qualifications. For the existing gender gap in the employment in the sector, many HRM professionals emphasized that even though there was not a gender discrimination in the job announcements, some job requirements that need physical power could naturally favor men.

The participants were asked to rank and score the importance of 22 traits shown in Table 2 from 1 to 5 while they are choosing where to work considering any organization that is the best place to work for. The traits were given to respondents in an alphabetical order as in Table 2.

**Table 2: Job Traits Asked Participants to Rank and Score**

1. Autonomy and independence	12. Organization's commitment to a green workplace, green business, and eco-friendliness
2. Availability of education and training services	13. Organization's commitment to corporate social responsibility
3. Flexible working hours	14. Organization's commitment to family-friendliness
4. Foreign ownership (multinationals)	15. Organization's financial stability
5. Healthcare/medical benefits	16. Organizational reputation in the area
6. International operations (exporting/ importing)	17. Promotion and career development/advancement opportunities
7. Job safety	18. References/recommendations
8. Large-size (number of employees)	19. Respect, trust, and fairness
9. Less working hours	20. Salary/compensation
10. Location of workplace	21. Skill/education and capability/qualification match
11. Opportunities to use skills and abilities	22. Strictness of employment protection (job security)

**Sources:** The traits are author's adaptations from Cable and Turban (2003), SHRM (2016), Farr and Tippins (2017), Glassdoor (2018), Great Place to Work (2018), OECD (2018).

### III.II. Comparison between Interviewers and Interviewees

The mean scores of the HRM professionals and job applicants were compared in order to explore the extent to which their preferences match. Comparison results are reported in Table 3.

**Table 3: Comparison of Work/Job Preferences of HRM Professionals and Job Applicants (N:138)**

Traits <sup>(a)</sup> <i>What makes a business the best place to work?</i> Please score and rank each trait in an order of your priorities of importance scoring from 1 to 5 (1-unimportant, 2- little important 3-moderately important, 4-very important, 5-extremely important)	Mean scores of participants (N:138)	
	HRM professionals <sup>(b)</sup> (n:63) (↓)	Job applicants (n:75)
1. Salary/compensation	4.4	4.2
2. Promotion and career development/advancement opportunities	4.2	3.9
3. Organizational reputation in the area	4.0	4.1
4. Skill/education and capability/qualification match	4.0	4.2
5. Availability of education and training services	3.8	4.1
6. Opportunities to use skills and abilities	3.8	3.9
7. Less working hours	3.8	3.4
8. The strictness of employment protection (job security)	3.6	3.6

9. International operations (exporting/importing)	3.5 <sup>(c)</sup>	2.9
10. Respect, trust, and fairness	3.3	3.0
11. Job safety	3.3	3.1
12. Foreign ownership (multinationals)	3.2 <sup>(c)</sup>	2.7
13. Healthcare/medical benefits	3.0 <sup>(c)</sup>	2.5
14. Large-size (number of employees)	2.9	2.5
15. Location of workplace	2.9	2.7
16. References/recommendations	2.9	3.0
17. Flexible working hours	2.9	2.5
18. Autonomy and independence	2.7 <sup>(c)</sup>	2.0
19. Organization's financial stability	2.4 <sup>(c)</sup>	1.8
20. Organization's commitment to family-friendliness	2.2	2.0
21. Organization's commitment to corporate social responsibility	2.0	1.8
22. Organization's commitment to a green workplace, green business, and eco-friendliness	2.0	1.6
<i>Overall mean score</i>	<i>3.2</i>	<i>3.0</i>

Notes: (a): Traits are ranked by the means of the scores given by HRM professionals. (b) The HRM professionals were asked to consider any organizations, not the businesses they were currently working for. (c): The independent-samples *t*-test refers that the mean of the scores of HRM professionals is significantly higher than that of job applicants at the level of 10%.

**Sources:** The traits are author's adaptations from Cable and Turban (2003), SHRM (2016), Farr and Tippins (2017), Glassdoor (2018), Great Place to Work (2018), OECD (2018).

Results seen in Table 3 reveal that the preferences of both HRM professionals and job applicants are similar but not eco-friendly. Rather, salary/compensation, promotion and career development/advancement opportunities, organizational reputation in the area, skill/education and capability/qualification match, availability of education and training services, opportunities to use skills and abilities, lesser working hours and the strictness of employment protection (job security) are among the most important job and work characteristics for both groups. However, they give a less importance to organization's commitments to family-friendliness and corporate social responsibility. Moreover, both the HRM professionals and job applicants tend to not care about organization's commitment to the green workplace, green business, and eco-friendliness practices. Besides, overall mean scores indicate that the HRM professionals (3.21) tend to be pickier compared to the job applicants (3.00). This can be likely explained by the effect of being unemployed for job applicants.

### III.III. Demographic Differences: The Analysis of Variance (ANOVA)

In addition to the generally increasing awareness of the importance of organizational environmental performance, demographic characteristics of individuals seem to be mattering for their green behaviors. In this context, notwithstanding some evidence suggesting that gender, age, and education are weakly associated with environmental concerns and green behaviors (Kim *et al.*, 2014), the environmental concern literature, in general, finds that younger, high-educated, and female employees are more likely to participate in environmental behaviors and to be environmentally responsible than respectively older, less-educated, and male employees (Wiernik *et al.*, 2016; Xiao & Hong, 2017; Rayner & Morgan, 2018). Since there is some evidence of the extant research suggesting that green behaviors of employees or people may be associated with some demographics such as education level, gender, and age, in the study these demographics were controlled for a variation across pro-environmental preferences. Therefore, the variations in the mean scores of both groups in the trait of 'organization's commitment to a green workplace, green business, and eco-friendliness' were controlled using the *F*-test (for demographic categories with more than two groups, *i.e.*, age and formal education) and *t*-test (for two-group category, *i.e.*, gender) procedures within the one-way ANOVA framework. ANOVA results are reported in Table 4.



**Table 4: Comparison of Mean Differences in Demographics: ANOVA Results**

Demographic aspects	Demographic categories	Sample groups <sup>(a)</sup>							
		HRM professionals (N:63)				Job applicants (N:75)			
		n	Mean	F	p	n	Mean	F	p
Age	<i>Under 30</i>	9	2.3	1.6	0.2	28	1.4	0.7	0.6
	<i>31-40</i>	27	2.0			29	1.6		
	<i>41-50</i>	16	1.8			13	1.7		
	<i>Over 50</i>	11	1.9			5	1.6		
Education	<i>High school/vocational school</i>	10	1.8	0.9	0.4	33	1.5	1.8	0.2
	<i>Bachelor</i>	38	2.0			28	1.6		
	<i>Master and doctoral</i>	15	2.2			14	1.8		
Gender	Male	39	1.7	4.7	0.0 <sup>(b)</sup>	61	1.5	1.2	0.3
	Female	24	2.3			14	1.7		

Notes: (a) Only the mean scores of the responses of HRM professionals and job applicants to the trait 'organization's commitment to a green workplace, green business, and eco-friendliness' were compared. (b) The difference is statistically significant at the level of 1% (p<0.01).

As seen in Table 4, the only significant demographic difference is found in gender among interviewers that female managers more tend to prefer environmentally-friendly jobs/works. This is consistent with the general finding of environmental concern literature which systematically suggests that women participate in individual green behaviors more than men do. As Xiao and Hong (2017) argued this can be because women possess stronger pro-environmental values, beliefs, and attitudes compared to men. However, another general argument which predicts that younger and high-educated people/employees more likely tend to behave environmentally responsible is not supported in case of the study. This may be explained by the characteristics of the sample. First of all, the HRM professionals work for resource-intensive businesses that directly and immensely using natural resources. For the job applicants, it should be noticed that they are looking for a job opportunity and when the persistently high unemployment in Turkey's job market is considered, they are not expected to be that picky while seeking for a job. Actually, in practice, it is a typical case that they tend to accept any kind of jobs depending on how long they look for a job and how much they really need it.

## DISCUSSION AND CONCLUSION

It is a well-understood and equivalently a well-evidenced fact that a considerable part of environmental degradation is caused directly or indirectly by the operations of business organizations. Meanwhile, the conventional wisdom predicting that eco-friendly practices impose additional costs on businesses and consequently reduce organizational competitiveness has been weakened by contemporary evidence documenting that green business performance does not necessarily cause higher cost, rather it can lead to an increase in the competitiveness. Moreover, in line with the increasing societal awareness of both the common benefits of sustainability initiatives and the common costs of the environmental degradation, there is a collective expectation for polluter businesses to adopt more eco-friendly practices that requires an understanding of eco-friendly work culture.

In fact, for new employees, eco-friendly work cultures of organizations are introduced through green recruitment practices before they start working. Therefore, a new research body has focused on the green HRM practices that especially resource-dependent businesses are supposed to adopt for offsetting, at least for easing, their environmentally destructive impacts. However, in practice, both employees and employers seem to have paid little attention to the green HRM practices. Moreover, the match of the preferences of HRM managers during the employee hiring process with those of job applicants while they are looking for the best jobs for them remains

unexplored, especially in Turkey case. In responses to this gap and to the increasing calls for further research on the green behaviors of both incumbent employees and job applicants (future employees), this study used some descriptive statistics and compared the environmentally-friendly preferences of HRM professionals (interviewers) to those of their potential employees (job applicants) in case of selected resource-dependent businesses in Turkey in order to explore how their environmental job and work preferences match.

Comparison of mean scores revealed that the preferences of both HRM professionals and job applicants are similar but not environmentally-friendly. Salary/compensation, promotion and career opportunities, organizational reputation in the area, skill/education and capability/qualification match, availability of education and training services, opportunities to use skills and abilities, lesser working hours and the strictness of employment protection (job security) are among the most important job and work characteristics for both groups. However, they give a less importance to organizations' commitments to family-friendliness and corporate social responsibility. More importantly, both the HRM professionals and job applicants tend to not care about organizations' commitments to the green workplace, green business, and eco-friendliness practices. Even it needs more evidential support, this unpleasant match of non-environmental preferences underlines the importance and necessity of governmental regulations that enforce businesses to adopt green business practices to create eco-friendly work culture. Consistently, business owners and/or managers should start greening their businesses from HRM departments. For practical implications, HRM professionals can be trained about the reciprocal benefits of becoming a green business and implementing green HRM practices in order to build a sustainability mindset and skills in managers and leaders. Green HRM practices include green recruitment and selection, green training, green performance appraisal, green pay, green reward, *etc.* Overall findings suggest that enforcing strong governmental standards binding and controlling the practices of these resource-dependent businesses can be an effective way of creating an eco-friendly work culture in Turkey case. These external green implications can support the internal motivations of organizations.

## REFERENCES

- Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent Business & Management*, 2(1), 1-13.
- Alfred, A. M., & Adam, R. F. (2009). Green management matters regardless. *Academy of Management Perspectives*, 23(3), 17-26.
- Ambec, S., & Lanoie, P. (2008). Does it pay to be green? A systematic overview. *Academy of Management Perspectives*, 22(4), 45-62.
- Barney J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Bombiak, E., & Marciniuk-Kluska, A. (2018). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability*, 10, 1739.
- Cable, D. M., & Turban, D. B. (2003). The value of organizational reputation in the recruitment context: A brand-equity perspective. *Journal of Applied Social Psychology*, 33(11), 2244-2266.
- Čekanavičius, L., Bazytė, R., & Dičmonaitė, A. (2014). Green business: Challenges and practices. *Ekonomika*, 93(1), 74-88.
- De Lange, D. E., Busch, T., & Delgado-Ceballos, J. (2012). Sustaining sustainability in organizations. *Journal of Business Ethics*, 110(2), 151-156.

- Esty, D. C., & Winston, A. S. (2006). *Green to gold: How smart companies use environmental strategy to innovate, create value, and build competitive advantage*. New Haven and London: Yale University Press.
- Farr, J. L., & Tippins, N. T. (2017). *Handbook of employee selection* (Ed.), 2nd Ed., New York: Routledge.
- George, G., Schillebeeckx, S. J. D., & Liak, T. L. (2015). The management of natural resources: An overview and research agenda. *Academy of Management Journal*, 58(6), 1595-1613.
- Glassdoor (2018). Top HR statistics: The latest stats for HR & recruiting pros. <https://www.glassdoor.com/employers/popular-topics/hr-stats.htm>
- Great place to work (2018). Employee-surveys. <https://www.greatplacetowork.com/solutions/employee-surveys>
- Haddock-Millar, J., Sanyal, C., & Müller-Camen, M. (2016). Green human resource management: A comparative qualitative case study of a United States multinational corporation. *The International Journal of Human Resource Management*, 27(2), 192-211.
- Jennings, P. D., & Zandbergen, P. A. (1995). Ecologically sustainable organizations: An institutional approach. *The Academy of Management Review*, 20(4), 1015-1052.
- Kılıç, S., & Özdemir, E. (2018). Green Marketing strategies and marketing performance: The case of Turkey. Quoquab, F., Thurasamy, R., Mohammad, J. (Eds). *Driving green consumerism through strategic sustainability marketing*. Hershey: IGI Global, 135-154.
- Kirgiz, A. C. (2016). *Green marketing: A case study of the sub-industry in Turkey*. Basingstoke, England: Palgrave Macmillan.
- Kim, A., Kim, Y., Han, K., Jackson, S. E., & Ployhart, R. E. (2014). Multilevel influences on voluntary workplace green behavior: Individual differences, leader behavior, and coworker advocacy. *Journal of Management*, 43(5), 1335-1358.
- Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069-1089.
- Mishra, P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*, 25(5), 762-788.
- Newton, T. & Harte, G. (1997). Green business: Technician Kitsch? *Journal of Management Studies*, 34(1), 75-98.
- OECD (2018). *Labour database*. <https://stats.oecd.org/>
- Rayner, J., & Morgan, D. (2018). An empirical study of 'green' workplace behaviours: Ability, motivation and opportunity. *Asia Pacific Journal of Human Resources*, 56(1), 56-78.
- Renwick, D. W., Redman, T. & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- Sharma, S. (2000). Managerial interpretations and organizational context as predictors of corporate choice of environmental strategy. *The Academy of Management Journal*, 43(4), 681-697.
- Shen, J., Dumont, J., & Deng, X. (2018). Employees' perceptions of green HRM and non-green employee work outcomes: The social identity and stakeholder perspectives. *Group & Organization Management*, 43(4) 594-622.

- SHRM (2016). People insight: Employee job satisfaction and engagement survey report. <https://www.southernnevadahealthdistrict.org/download/news16/employee-survey-2016.pdf>
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: Scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55.
- Tepe Küçükoğlu, M., & Pınar, R. İ. (2018). The mediating role of green organizational culture between sustainability and green innovation: A research in Turkish companies. *Business & Management Studies: An International Journal*, 6(1), 64-85.
- Ulus, M., & Hatipoglu, B. (2016). Human aspect as a critical factor for organization sustainability in the tourism industry. *Sustainability*, 8, 232.
- Uygur, A., Musluk, B. Y., & Ilbey, N. (2015). Examining the influence of green management on operation functions: Case of a business. *Research Journal of Business and Management*, 2(3), 348-365.
- Wales, T. (2013). Organizational sustainability: What is it, and why does it matter? *Review of Enterprise and Management Studies*, 1(1), 38-49.
- WCED-World Commission on Environment and Development (1987). *Our common future*. Oxford: Oxford University Press.
- Wiernik, B. M., Dilchert, S., & Ones, D. S. (2016). Age and employee green behaviors: A meta-analysis. *Frontiers in Psychology*, 7, 194, 1-15.
- Wong, K. K. (2010). Environmental awareness, governance and public participation: Public perception perspectives. *International Journal of Environmental Studies*, 67(2), 169-181.
- Wood, D. J. (1991). Corporate social performance revisited. *The Academy of Management Review*, 16(4), 691-718.
- Xiao, C., & Hong, D. (2017). Gender differences in environmental behaviors among the Chinese public: Model of mediation and moderation. *Environment and Behavior*. <https://doi.org/10.1177/0013916517723126>