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Exploring the Influence of Corporate Sustainable Development on Job Pursuit Intentions of Potential Human Resources Practitioners: Focusing on Master Graduates

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Abstract

As the United Nations advances the agenda for sustainable development, increasing attention has been directed toward issues related to environmental, social, and corporate governance (ESG). To address these priorities, companies have adopted sustainability reports to disclose their performance across these three dimensions, fostering communication with stakeholders, attracting investments, and ensuring sustainable growth and development. This study centers on the social dimension of ESG and employs semi-structured interviews with three recent graduates with intentions to pursue careers in human resources. Through a case study approach, it delves into these potential human resources professionals' understanding of corporate sustainability. It evaluates how the disclosure of sustainability information influences their intent to apply for company positions.

The findings reveal that the information provided in sustainability reports significantly impacts the participants' intention to apply, emphasizing the importance of the completeness, positivity, and authenticity of the disclosed content. Furthermore, the study offers preliminary insights into the influence of employee-related aspects, based on the Global Reporting Initiative (GRI) standards, on their application intentions. It highlights the importance of specific areas such as labor relations and occupational health and safety, indicating that these factors play a critical role in shaping prospective employees' perceptions of a company's commitment to sustainability.

Keywords: ESG, job pursuit intention, GRI.

1. Introduction

Businesses utilize resources such as land, capital, and labor to produce goods or services, driving economic growth while influencing environmental, social, and economic dimensions. However, prolonged resource exploitation and economic activities have contributed to climate change, impacting corporate reputation and financial performance. To address these challenges, the World Commission on Environment and Development (WCED) advocated for sustainable development—meeting present needs without compromising the ability of future generations to meet theirs (World commission on Environment and Development, 1987). This concept has since evolved into frameworks like Corporate Social Responsibility (CSR), Environmental, Social, and Governance (ESG), and the Sustainable Development Goals (SDGs). ESG, in particular, serves as a critical indicator of a company's commitment to sustainability, with firms using sustainability reports to disclose their efforts across these dimensions to engage stakeholders and attract investors (MANAGER today, 2023).

In Taiwan, the government has implemented several policies to promote sustainability. The Executive Yuan established the National Sustainable Development Committee to advance the SDGs. The Taiwan Stock Exchange also introduced the *Corporate Sustainability Best Practice Principles for TWSE/TPEX Listed Companies* to encourage sound corporate governance, environmental sustainability, and social responsibility. The Financial Supervisory Commission (FSC) emphasizes transparency in non-financial disclosures through regulations like the *Regulations Governing Information to be Published in Annual Reports of Public Companies* and the *Regulations Governing Information to be Published in Prospectuses*. Since 2013, the FSC has introduced governance blueprints, culminating in the *Corporate Governance 3.0 – Sustainable Development Roadmap* in 2023, which mandates companies with paid-in capital exceeding NT\$2 billion to submit sustainability reports (Gao, 2019).

Stakeholders, defined as individuals or groups affected by corporate decisions (Robbins & Coulter, 2017/2020), have become the primary audience for sustainability initiatives. Sustainability reports are tools to disclose ESG performance and communication channels with stakeholders. The Global Reporting Initiative (GRI) guidelines have become a standard for companies to detail ESG efforts with a stakeholder focus (Chien, 2022; MANAGER today, 2023). As key stakeholders, employees are mainly addressed within the GRI's 400 series, which covers labor-related topics. This series guides companies in preparing reports and helps employees understand workplace conditions and policies through transparent disclosures.

However, discrepancies in the extent of disclosures persist due to differences in corporate culture and governance practices. For example, in its 2022 sustainability report, Taiwan Semiconductor Manufacturing Company (TSMC) disclosed new hires, the percentage of new hires, and employee turnover rates. However, it did not include the total number of employees who resigned. TSMC also provided additional information on global headcount and voluntary turnover rates. In contrast, Delta Electronics included comprehensive metrics such as total new hires, new hire rates, total resignations, and voluntary and involuntary turnover rates (Taiwan Semiconductor Manufacturing Company Limited, 2023; Delta Electronics, Inc., 2023).

As mentioned earlier, the success of ESG initiatives influences corporate reputation, which, in turn, shapes stakeholders' perceptions. Sustainability reports play a pivotal role in shaping investors' and stakeholders' views of a company's ESG performance. According to Ye and Xu (2009), the attractiveness of an organization mediates the relationship between corporate reputation and job application intentions. A positive reputation enhances the appeal to potential employees, boosting their intent to apply. Human resource professionals are also stakeholders in these dynamics as employees and intermediaries between the organization and its workforce. This study explores how sustainability disclosures related to employees, following GRI guidelines, affect the application intentions of prospective HR professionals.

Based on the findings, the study aims to:

1. Understand how recent graduates, as potential HR professionals, perceive corporate sustainability.
2. Analyze how sustainability practices and disclosures targeting employees influence these graduates' job application intentions.
3. Examine the impact of specific GRI standards (401-409) on the application intentions of prospective employees, identifying the key drivers behind these effects.

2. Literature Review

2.1. Corporate Sustainable Development

Sustainable development, initially introduced in Our Common Future by the World Commission on Environment and Development (WCED), emphasizes meeting current needs without jeopardizing future generations' ability to meet theirs (World Commission on Environment and Development, 1987). This concept prioritizes basic needs, especially for impoverished populations, while recognizing the constraints of technology and social structures on environmental sustainability.

The United Nations (UN) further promoted corporate responsibility through the United Nations Global Compact, based on frameworks like the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. It encompasses principles across human rights, labor, environmental sustainability, and anti-corruption (United Nations, 1999; United Nations Global Compact, n.d.). The 2005 report *Who Cares Wins* introduced the Environment, Social, and Governance (ESG) framework, establishing it as a benchmark for evaluating corporate sustainability (United Nations Environment Programme Finance Initiative, 2004). ESG's significance gained momentum following the 2008 financial crisis (MANAGER today, 2023).

In 2015, the UN adopted the 2030 Agenda for Sustainable Development, with 17 Sustainable Development Goals (SDGs) aimed at eradicating poverty, protecting the environment, promoting peace, and fostering prosperity (United Nations, 2015). In this context, Corporate Social Responsibility (CSR) and ESG represent the primary frameworks guiding sustainable corporate practices.

CSR refers to voluntary efforts beyond regulatory compliance to enhance social welfare and environmental stewardship (Robbins & Judge, 2017/2017). Meanwhile, ESG offers specific criteria for managing and reporting on these efforts, serving as an investment evaluation tool. ESG's focus on governance, environment, and

social impact helps organizations align with global sustainability efforts (United Nations Environment Programme Finance Initiative, 2004). To sum up, CSR provides the philosophical basis for sustainable operations, while ESG functions as a measurable framework, assessing performance across the three pillars (Business Today, 2023; MANAGER today, 2023).

This study focuses on ESG's social dimension, covering workplace safety, labor relations, diversity, human rights, and public transparency (United Nations Environment Programme Finance Initiative, 2004). With human resources (HR) professionals playing dual roles as employees and stakeholders, the research examines how ESG performance impacts HR-related employment intentions, highlighting the interplay between governance, labor practices, and recruitment. Thus, ESG serves as the core framework for this research.

2.2. The Global Reporting Initiative (GRI) Standards

The Global Reporting Initiative (GRI) Standards were established by the Global Reporting Initiative to enhance transparency in the disclosure of environmental, social, and governance (ESG) performance, focusing on the needs of stakeholders (Global Reporting Initiative, 2022). Widely adopted as a framework for sustainability reporting, GRI standards are used by 73% of the world's 250 largest companies (G250) and 67% of the top 100 companies across 58 countries (N100), making it one of the most prevalent reporting frameworks globally (KPMG Impact, 2020).

The GRI framework is organized into three primary categories: universal standards, sector standards, and topic-specific standards. Within the topic standards, the GRI 400 series specifically addresses social aspects. Key labor-related themes include employment relationships, labor/management relations, occupational health and safety, training and education, diversity and equal opportunity, non-discrimination, freedom of association and collective bargaining, child labor, and forced or compulsory labor (see Table 1).

Table 1: GRI Standards Structure and Themes

Standards Type	Themes
Universal Standards	GRI 1: Foundation 2021 GRI 2: General Disclosures 2021 GRI 3: Material Topics 2021
Sector Standards	GRI 11: Oil and Gas 2021 GRI 12: Coal 2021 GRI 13: Agriculture, Aquaculture, and Fishing 2022
Topic Standards	Social GRI 401: Employment 2016 GRI 402: Labor/Management Relations 2016 GRI 403: Occupational Health and Safety 2018 GRI 404: Training and Education 2016 GRI 405: Diversity and Equal Opportunity 2016 GRI 406: Non-Discrimination 2016 GRI 407: Freedom of Association and Collective Bargaining 2016 GRI 408: Child Labor 2016 GRI 409: Forced or Compulsory Labor 2016

GRI 410: Security Practices 2016
GRI 411: Rights of Indigenous Peoples 2016
GRI 413: Local Communities 2016
GRI 414: Supplier Social Assessment 2016
GRI 415: Public Policy 2016
GRI 416: Customer Health and Safety 2016
GRI 417: Marketing and Labeling 2016
GRI 418: Customer Privacy 2016

Source: Global Reporting Initiative (2022).

A study by Skouloudis et al. (2010) analyzed the quality of non-financial reports from Greek companies, assessing their alignment with GRI's G2 guidelines at the time. The findings indicated that the reports lacked comprehensiveness and emphasized economic aspects over others. These results reflect the limited focus on ESG principles during the early stages of GRI adoption. However, the study also highlights the challenges in the disclosure practices before ESG frameworks became widely recognized.

In summary, the GRI Standards serve as a key framework for sustainable corporate management, ensuring stakeholders receive transparent insights into a company's ESG efforts. While corporate social responsibility (CSR) emphasizes voluntary actions for social and environmental welfare, GRI offers measurable criteria to evaluate a company's ESG impact (United Nations Environment Programme Finance Initiative, 2004; KPMG Impact, 2020). Thus, adopting GRI facilitates compliance with sustainability expectations and the engagement of key stakeholders in corporate governance.

2.3. Job Pursuit Intention

Job pursuit intention refers to an individual's willingness to engage in the recruitment process of an organization, encompassing actions such as submitting applications, participating in interviews or assessments, and accepting job offers (Smither et al., 1996). Layard, Nickell, and Jackman (1991) suggest that job-seeking involves gathering information about vacancies, deciding whether to apply and typically accepting positions for which one has applied. Similarly, Parsons (1909) emphasizes that individuals must understand their abilities, interests, limitations, and the requirements and opportunities within different industries to evaluate how well their attributes align with specific roles.

Cable and Turban (2001) introduce the concept of employer knowledge, highlighting that familiarity with an employer's reputation and brand image significantly influences a candidate's intent to apply and their expectations of employment and behavior towards the organization's products. Selection processes can also affect applicants' intentions. Jian (2014) argues that recruitment procedures, including adherence to legal standards and perceived fairness, shape applicants' satisfaction and intention to pursue employment.

The characteristics of the organization play a critical role as well. Schneider (1987) introduces the attraction-selection-attrition (ASA) cycle, which suggests that members of organizations tend to share similar traits, shaping the internal environment and attracting like-minded candidates. Furthermore, the usability and design of a company's website can positively impact candidates' perception, making it easier to align with the organization's culture and enhancing their job pursuit intention (Lin et al., 2017; Chen et al., 2020).

Work-life balance policies, employee recommendations, and job characteristics influence job pursuit. Flexible working hours have been found to have a more substantial impact on candidates than flexible work locations or career development options (Ahamad et al., 2023).

The rise of Gen Z in the workforce has prompted research into their employment preferences. Nguyen Ngoc et al. (2022) find that Gen Z candidates prioritize non-material attributes like workplace ethics and view corporate social responsibility (CSR) as a critical aspect of organizational success. Positive CSR engagement increases employer attractiveness, mediating CSR perceptions and job pursuit intentions among Gen Z candidates (Nguyen Ngoc et al., 2023).

Based on these findings, job pursuit intention is shaped not only by recruitment processes and employer interactions but also by the organization's non-material offerings and external image. To attract potential candidates, companies must strategically manage the information they provide, the interactions they foster, and the image they project.

3. Research Analysis

3.1. Research Design and Participant Profile

This study employs a qualitative research approach, adopting purposive and snowball sampling methods to recruit participants. Upon obtaining consent and signed agreements from participants, semi-structured interviews were conducted to gather information aligned with the study's objectives. The data collected through interviews was then analyzed using a case study approach to explore participants' perspectives deeply.

The participants selected for this study were recent graduates interested in pursuing careers in human resources. Their demographic data are presented in Table 2.

Table 2: Participant Profile

Code	Gender	Age	Education Level	Desired HR Role
A-1	Male	24	Master's	Recruitment and Compensation Management
A-2	Female	23	Master's	Recruitment and Training
A-3	Female	25	Master's	Training

Source: Compiled from study data.

3.2. Participants' Understanding of Sustainable Development

(1) Initial Exposure and Comprehension

Participants were first exposed to concepts related to corporate sustainability and ESG during their university studies or internships. Those exposed in academic settings focused on theoretical knowledge and the benefits of sustainable business practices. In contrast, participants who encountered these topics during internships were more aware of practical implementations by companies.

(2) Comprehension of ESG Components

Participants demonstrated varying levels of understanding of ESG. Some could clearly articulate the importance of each dimension

and provide examples of companies' sustainability efforts. They found the environmental aspect more relatable, associating it with carbon reduction efforts, while the social and governance aspects were less immediately understood.

(3) Key Areas of Interest in Sustainability Reports

All participants had experience reading sustainability reports and shared the aspects they found most relevant. Key themes included diversity, equity, and training programs, with notable focus areas being:

- **Diversity and Equality:** A-1 emphasized the importance of gender, age, and role diversity, while A-2 highlighted gender pay equity and the gender composition of leadership roles.
- **Training Programs:** A-1 noted that investing in employee training creates mutual benefits, fostering employee competence and boosting company performance.
- **Compensation Clarity:** A-3 expressed that transparency in performance-based pay calculation is crucial to attracting applicants.

3.3. The Influence of GRI Standards 401 to 409 on Job Intentions

(1) Impact of Disclosure Completeness and Positivity

All participants agreed that the thoroughness and tone of labor-related disclosures in sustainability reports influenced their intention to apply. Detailed and transparent reports helped them assess a company's strengths and weaknesses and shape their application priorities. Participants also noted that these reports supported personal career exploration.

(2) Authenticity of Disclosures

Participants emphasized the importance of alignment between disclosed information and actual working conditions. Any discrepancy could affect their decision to continue or terminate employment, reflecting the company's commitment to sustainable employee development.

(3) Sustainability Philosophy and Long-Term Engagement

Participants highlighted that companies must continuously update their sustainability philosophies to retain employees. A stagnant approach to sustainability could diminish employee engagement and prompt staff turnover.

(4) Future HR Roles and Information Disclosure Expectations

Participants aspiring to work in HR wanted to implement robust sustainability policies. They believed that well-structured policies foster employee performance, enhance business stability, and attract investors, creating a virtuous cycle.

(5) GRI Standards 401-409: Areas of Importance and Job Intentions

- **A-1** identified GRI 401 (Employment) and GRI 403 (Occupational Health and Safety) as the most influential standards, citing their focus on employee rights, welfare, and safety. He also mentioned the importance of GRI 402, 404, and 407 standards for evaluating labor conditions and training investments.
- **A-2** prioritized diversity and equal opportunity (GRI 405), aligned with the DEI framework. She also

highlighted GRI 406 (Non-Discrimination) and GRI 401 (Employment) as secondary considerations for understanding company culture and employee turnover.

- A-3 stressed the significance of GRI 403 (Occupational Health and Safety), noting that companies' transparency in reporting work-related injuries and accidents indicates their commitment to employee well-being. She argued that the absence of such disclosures could suggest unresolved internal issues.

4. Research Conclusions and Recommendations

(1) Recognition of Corporate Sustainability Development

Participants indicated that during their academic journey, they were exposed to concepts of corporate sustainability and Environmental, Social, and Governance (ESG) frameworks. This exposure enabled them to understand the role of labor rights within sustainable development and set expectations regarding labor conditions in prospective workplaces. Additionally, they expressed that companies should foster systems ensuring stable employment, create positive work environments, and cultivate supportive organizational cultures.

(2) The Impact of Corporate Sustainability Practices on Job Pursuit Intentions

Participants believed that initiatives focusing on employee rights, such as occupational health and safety, training programs, and equality measures, positively influenced their intention to apply for jobs. When organizations demonstrate a commitment to employee well-being, potential candidates are more inclined to engage with the organization by submitting resumes or gathering more information. Conversely, companies that neglect such practices risk discouraging applicants, who may even blacklist them. Nguyen Ngoc et al. (2022) further affirmed these findings, emphasizing that corporate social responsibility positively affects Generation Z job seekers' application intentions. Participants also noted that completeness, positivity, authenticity, and alignment with current trends in sustainability reports are key factors shaping their job-seeking decisions.

(3) Key Topics of Interest: Labor Relations and Occupational Health and Safety

Among the GRI standards, participants identified GRI 401 (Employment) and GRI 403 (Occupational Health and Safety) as the most critical disclosure topics, each mentioned twice during the interviews. The disclosures under GRI 401 provide insight into a company's current practices and potential challenges, allowing prospective employees to make informed decisions. GRI 403 emphasizes workplace safety, highlighting companies' efforts to mitigate risks through training and effective communication, which resonated with participants as a crucial factor in their job pursuit.

(4) Recommendations and Study Limitations

The study recommends that companies and organizations implement comprehensive employee-focused sustainability policies and provide transparent, authentic disclosures in their sustainability reports to attract applicants. Additionally, addressing negative events candidly and outlining remediation efforts can mitigate unfavorable perceptions.

While this study fulfilled its objectives, certain limitations remain. First, it focused solely on recent graduates, excluding currently employed individuals seeking new roles in human resources,

limiting insights into this group. Second, the research exclusively examined potential employees in HR roles, leaving other professions' perspectives on corporate sustainability unexplored. Lastly, the limited sample size suggests that further studies must explore the relationship between sustainability initiatives and job pursuit intentions.

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