

## Green Human Resource Management Behavior from a Maqashid al-Shariah Perspective: Evidence from the Inspectorate of Central Lampung Regency, Indonesia

Endrie Sanjaya<sup>1</sup>, Finny Ligery<sup>2</sup>, Ahmad Mukhlishin<sup>3</sup>

<sup>1,2,3</sup> Universitas Ma'arif Lampung, Indonesia

Email: endriesanjaya74@gmail.com

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### **Keywords:**

Green Human Resource Management; religiosity; organizational commitment; green behavior of employees.

### **Abstract**

*This study examines the influence of Green Human Resource Management (GHRM), religiosity, and organizational commitment on employee green behavior from a maqashid al-shariah perspective at the Inspectorate of Central Lampung Regency. The purpose of this study is to analyze the extent to which these three variables affect employee green behavior, both simultaneously and partially. This research employs a quantitative approach using a survey method, where data were collected through questionnaires distributed to 55 respondents selected using random sampling from a population of 124 employees. The data were analyzed using multiple linear regression with the assistance of SPSS after passing validity and reliability tests. The results indicate that GHRM, religiosity, and organizational commitment simultaneously have a significant effect on employee green behavior; however, partially, only GHRM has a positive and significant effect, while religiosity and organizational commitment do not show significant effects. In addition, the model explains 34.2% of the variance in employee green behavior. It can be concluded that improving employee green behavior is more effectively achieved through strengthening GHRM practices integrated into organizational systems, such as environmental training, environmentally friendly work policies, environmental-based performance evaluations, and reward systems.*

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## INTRODUCTION

Environmental sustainability has evolved into a strategic agenda in modern organizational governance, driven by increasing regulatory pressures, growing demands for public accountability, and the need for more efficient resource utilization (Pham et al., 2020). Organizations are not only required to formulate environmental policies but must also ensure that these policies are internalized in daily work behaviour (Ramus & Steger, 2000; Raineri & Paillé, 2016). Employee green behavior is considered a key determinant of the successful implementation of environmentally friendly programs, as it directly relates to energy usage practices, waste management, and administrative work patterns (F. Ahmed et al., 2024). Strengthening the behavioral dimension requires systematic managerial interventions, particularly through effective human resource management (Benevene & Buonomo, 2020).

Green Human Resource Management (GHRM) is an approach that integrates environmental objectives into human resource functions in order to develop employees' competencies, motivation, and opportunities to consistently and measurably demonstrate green

behavior (Yong et al., 2020; Rehman et al., 2021). GHRM refers to the integration of environmental values and objectives into human resource functions such as recruitment, selection, training, performance appraisal, compensation, and organizational culture (Aggarwal & Agarwala, 2023; Shahzad et al., 2020). Through green recruitment practices, organizations can attract employees who demonstrate environmental awareness and pro-environmental attitudes. Green training programs enhance employees' knowledge and skills related to energy conservation, waste management, and environmentally responsible work procedures. Incorporating environmental indicators into performance appraisal systems signals that green behavior is an integral part of workplace standards. Subsequently, reward systems reinforce employees' consistency in implementing environmentally friendly practices within the organization (Das & Dash, 2024).

Employee green behavior encompasses concrete actions such as reducing paper usage, conserving electricity and water, separating waste, reusing materials, and supporting organizational environmental policies (Ababneh, 2021). Such behavior may be either mandatory (in accordance with standard operating procedures) or voluntary (personal initiatives that go beyond formal job requirements). A common challenge is that green behavior does not automatically emerge through mere appeals or directives, as employees possess different work habits and varying perceptions of risk and convenience (Tang et al., 2023). Without systematic support and leadership role modeling, environmental programs risk becoming merely symbolic or procedural formalities. Therefore, human resource-based interventions are essential to cultivate sustainable green habits and ensure the long-term institutionalization of environmentally responsible behavior within the organization (Mishra, 2017; Zihan et al., 2024).

The results of the study indicate that Perwira et al., (2025) The findings of the study indicate that Green Human Resource Management (GHRM) has a significant influence on Employee Green Behavior. This is because the implementation of environmentally oriented HR policies and practices fosters environmental awareness, knowledge, and green work habits within the workplace (Farrukh et al., 2022). Through recruitment and selection processes that consider pro-environmental values, organizations can attract employees who demonstrate environmental concern from the outset. Furthermore, green training programs and employee involvement in environmental initiatives enhance employees' competence and readiness to implement environmentally responsible actions in their daily work activities. The integration of environmental indicators into performance appraisal systems and reward mechanisms also provides stronger motivation for employees to consistently engage in green behaviour (Marrucci et al., 2024). The more effectively GHRM is implemented, the greater the likelihood that employees will

demonstrate both in-role green behavior (task-related) and extra-role green behavior (voluntary initiatives).

Employee green behavior can be further strengthened when supported by a high level of individual religiosity. Religiosity functions as an internal driver that encourages employees to act in accordance with moral values and their sense of responsibility as a trust (amanah) (Ansari et al., 2021). Employees with high levels of religiosity tend to perceive maintaining cleanliness, avoiding wastefulness, and protecting the environment as part of their ethical and spiritual obligations (Rezapouraghdam et al., 2019). As a result, they are more likely to respond positively to GHRM policies. In this context, GHRM practices are not merely viewed as organizational requirements but are aligned with employees' personal beliefs and life values, thereby fostering more consistent implementation of green behavior.

The findings reported by Tsanin & Nur, (2025) The findings indicate that religiosity has a significant influence on Employee Green Behavior. Islamic values such as khalīfah fī al-ard̄ (stewardship of the earth), mīzān (balance), and the prohibition of fasād (destruction or corruption) shape positive attitudes by framing pro-environmental behavior as an act of worship and spiritual responsibility. Furthermore, socio-religious norms are reinforced by the role of leaders and religious institutions that promote environmental values within religious forums and activities. The presence of supportive programs and facilitating mechanisms enhances individuals' perceived ease and control in performing ecological actions. Consequently, religiosity functions as a strong predictor of green behavior among employees (Karimi et al., 2022).

Employee green behavior is closely associated with organizational commitment, as the level of employees' attachment and loyalty to the organization influences their willingness to uphold organizational values and objectives, including sustainability goals (Mehrajunnisa et al., 2022) Employees with high organizational commitment tend to demonstrate greater compliance with environmentally friendly policies such as energy conservation, paper reduction, and proper waste management because they perceive these practices as part of their professional responsibility and contribution to organizational performance. Organizational commitment also encourages extra-role green behavior, reflected in voluntary initiatives such as encouraging colleagues to separate waste, proposing ideas for resource efficiency, or actively participating in environmental programs even when not formally required (Noor Faezah et al., 2024). When employees take pride in being part of the organization, they are more motivated to protect its image and reputation through pro-environmental actions.

The results of the study indicate that Bodhi et al., (2025) The results of the study indicate that organizational commitment can enhance Employee Green Behavior. Employees with high

levels of commitment tend to perceive environmentally friendly policies not merely as administrative rules, but as part of the organization's efforts to achieve responsible and sustainable performance (Memon et al., 2022). This perspective encourages them to consistently engage in in-role green behaviors, such as complying with electricity-saving procedures, reducing paper usage, and adhering to office waste management protocols. Furthermore, strong organizational commitment reduces resistance to change, making employees more receptive to environmental innovations, including document digitalization and stricter resource-use policies (Rehman et al., 2025). In other words, organizational commitment strengthens employees' acceptance and implementation of green work standards within the organization.

Organizational commitment plays a significant role in encouraging extra-role green behavior, namely voluntary actions that go beyond formal job requirements (Shahriari et al., 2023). Employees who possess a strong sense of belonging toward the organization are typically motivated to take initiatives such as reminding colleagues to separate waste, proposing energy-efficiency ideas, or actively participating in environmental programs, even in the absence of direct incentives. This occurs because they perceive organizational success as a reflection of their own success, making pro-environmental actions a meaningful form of additional contribution. Moreover, organizational commitment enhances employees' concern for the organization's public reputation, thereby reinforcing their willingness to support environmentally responsible practices (Nasir et al., 2023). Green behavior is understood as a means of maintaining an organization's positive image and securing social legitimacy. Accordingly, organizational commitment not only promotes compliance with environmental policies but also fosters employees' proactive initiatives and active participation in cultivating an environmentally sustainable workplace culture (Aboramadan et al., 2022; Faezah et al., 2024; Aboramadan & Karatepe, 2021).

The results of the preliminary survey conducted at the Inspectorate of Central Lampung Regency indicate that the implementation of green behavior in the workplace has not yet been optimal (Husin et al., 2024). This is reflected in the relatively low level of organizational commitment to promoting and institutionalizing environmentally friendly practices, both at the policy level and in daily operational activities (Ahmed et al., 2023). In addition, institutional awareness and concern for environmental issues appear to be limited, as evidenced by the absence of strengthened environmental programs, adequate supporting facilities, and continuous socialization efforts related to green behavior among employees (Bangwal et al., 2025; Rasyid, 2025). This condition has contributed to the relatively low level of Employee Green Behavior in supporting the duties and functions of the inspectorate. Such limitations are evident in areas

including energy efficiency, paper reduction initiatives, office waste management, and the adoption of more sustainability-oriented work practices.

Green behavior issues are further reflected in resource-inefficient work practices, such as excessive paper consumption due to limited administrative digitalization, energy waste resulting from inadequate control over air conditioning, lighting, and electronic devices, as well as ineffective waste management systems caused by the absence of waste segregation and recycling facilities (Amaral et al., 2020). These conditions indicate the lack of strong internal regulations, including green office standard operating procedures, green procurement policies, and formal guidelines for environmentally responsible employee behaviour (Irawan, 2024; Lăzăroiu et al., 2020). Moreover, green behavior has not been integrated into the performance evaluation system, resulting in the absence of structural incentives that encourage employees to internalize sustainability values in their daily work practices (Ajizah et al., 2025; Tang et al., 2023; Altassan, 2025).

On the other hand, the preliminary survey also indicates that regulations governing environmental management particularly those directing green behavior among civil servants within the Central Lampung Regency Government remain limited. As a result, standards, targets, and monitoring mechanisms for implementing green behavior have not been systematically structured or measured. Based on the foregoing discussion, this study is conducted under the title: “Green Human Resource Management Behavior at the Inspectorate of Central Lampung Regency”.

## **METHODS**

This study employed a quantitative approach using an explanatory survey method aimed at examining causal relationships among variables (Arikunto, 2010). The research was conducted at the Inspectorate Office of Central Lampung Regency in December 2025. The study population consisted of 124 employees, from which a sample of 55 respondents was determined using the Slovin formula with a 10% margin of error and a random sampling technique. Data were collected through a closed-ended questionnaire based on a five-point Likert scale (1–5), which was distributed online. The research instrument was tested for validity using the Corrected Item–Total Correlation method with an  $r$ -table threshold of 0.266. The instrument was also declared reliable, as all variables achieved Cronbach’s Alpha values above 0.60, namely Green Human Resource Management (0.647), Religiosity (0.684), Organizational Commitment (0.611), and Employee Green Behavior (0.757).

The collected data were analyzed using inferential statistical techniques with the assistance of SPSS software. Prior to hypothesis testing, prerequisite tests were conducted, including the normality test using the Kolmogorov–Smirnov method and the linearity test. Subsequently, multiple linear regression analysis was employed to examine the relationships among variables

(Ghozali, 2016). This was followed by the t-test to assess partial effects, the F-test to evaluate simultaneous effects, and the coefficient of determination ( $R^2$ ) to determine the extent to which the model explains the variance in the dependent variable.

## RESULTS AND DISCUSSION

### Respondent Characteristics

The respondents in this study consisted of 55 employees of the Inspectorate of Central Lampung Regency. The presentation of respondent characteristics aims to provide a general overview of the profile of individuals involved in the study. The characteristics examined include gender, age, educational background, and length of employment. These characteristics are presented descriptively to support a clearer understanding of the respondents' conditions. Such contextual information is essential to ensure that the research findings are interpreted accurately and in accordance with the respondents' background.

**Table 1.** Respondent Characteristics

Characteristics	Category	Frequency (f)	Percentage (%)
Gender	Male	30	54,55
	Female	25	45,45
	<b>Total</b>	<b>55</b>	<b>100</b>
Age	≤ 25 years	4	7,27
	26–35 years	23	41,82
	36–45 years	11	20,00
	46–55 years	17	30,91
	<b>Total</b>	<b>55</b>	<b>100</b>
Employment Duration	1–3 years	3	5,45
	4–6 years	21	38,18
	7–10 years	26	47,27
	> 10 years	5	9,09
	<b>Total</b>	<b>55</b>	<b>100</b>

Based on the table, the respondents' composition is relatively balanced in terms of gender, with males slightly dominating (54.55%) compared to females (45.45%). In terms of age, the majority of respondents are in the 26–35 years age group (41.82%), followed by those aged 46–55 years (30.91%). This indicates that the sample is largely composed of individuals within the productive age range, who tend to be more active and rational in decision-making processes. Regarding employment duration, most respondents have 7–10 years of work experience (47.27%), followed by 4–6 years (38.18%). This finding confirms that the respondents generally possess sufficient professional experience. Overall, these characteristics demonstrate that the sample is dominated by productive-age individuals with adequate work experience, making it relevant and credible for analyzing decision-making behavior.

## Test Quality Instrument

**Table 2.** Validity Test Results

Variable	Item	Corrected Item– Total Correlation (r-value)	r-table (0.05; n = 55)	Remark
Green Human Resource Management (X <sub>1</sub> )	X1.1	0,487	0,552	Valid
	X1.2	0,409	0,594	Valid
	X1.3	0,376	0,613	Valid
	X1.4	0,409	0,591	Valid
	X1.5	0,339	0,622	Valid
Religiosity (X <sub>2</sub> )	X2.1	0,486	0,649	Valid
	X2.2	0,428	0,675	Valid
	X2.3	0,647	0,461	Valid
Organizational Commitment (X <sub>3</sub> )	X3.1	0,307	0,587	Valid
	X3.2	0,388	0,547	Valid
	X3.3	0,335	0,573	Valid
	X3.4	0,423	0,529	Valid
	X3.5	0,398	0,545	Valid
Employee Green Behavior (Y)	Y.1	0.482	0.187	Valid
	Y.2	0.408	0.187	Valid
	Y.3	0.254	0.187	Valid
	Y.4	0,585	0,695	Valid
	Y.5	0,473	0,730	Valid

The results of the validity test indicate that all items measuring Green Human Resource Management (X<sub>1</sub>), Religiosity (X<sub>2</sub>), Organizational Commitment (X<sub>3</sub>), and Employee Green Behavior (Y) meet the validity criteria. Each item produced a corrected item–total correlation (r-value) that exceeded the r-table value at a 5% significance level with a total of 55 respondents. Therefore, all indicators are statistically valid. For the Green Human Resource Management (X<sub>1</sub>) variable, the correlation coefficients ranged from 0.339 to 0.487. This range indicates that each item has an adequate relationship with the construct being measured. The Religiosity (X<sub>2</sub>) variable showed correlation values between 0.428 and 0.647, demonstrating good internal consistency among its indicators. Furthermore, the Organizational Commitment (X<sub>3</sub>) variable produced r-values ranging from 0.307 to 0.423. These results confirm that all items have sufficient correlation with the total score of the variable. Meanwhile, the Employee Green Behavior (Y) variable showed

correlation values between 0.254 and 0.585. Although one item had a relatively lower correlation compared to the others, it still exceeded the minimum required threshold and was therefore considered valid.

**Table 3.** Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Criteria	Remark
Green Human Resource Management	5	0,647	0.80	Reliability
Religiosity	3	0,684	0.70	Reliability
Organizational Commitment	5	0,611	0.60	Reliability
Employee Green Behavior	5	0,757		Reliability

The reliability test results indicate that all research variables meet the acceptable reliability criteria. The Green Human Resource Management variable ( $\alpha = 0.647$ ), Religiosity ( $\alpha = 0.684$ ), and Organizational Commitment ( $\alpha = 0.611$ ) exceed the minimum threshold of 0.60, indicating adequate internal consistency. Meanwhile, Employee Green Behavior demonstrates the highest reliability coefficient ( $\alpha = 0.757$ ), reflecting good internal consistency. Therefore, all research instruments are considered reliable and suitable for further analysis.

### Test Assumptions Classic

**Table 4.** Hasil Uji Normalitas

Variable	Kolmogorov–Smirnov <sup>a</sup>			Decision
	Sig.	df	Sig.	
Green Human Resource Management	0.000	55	0,024	Not Normal
Religiosity	0.036	55	0,019	Not Normal
Organizational Commitment	0.000	55	0,018	Not Normal
Employee Green Behavior	0.000	55	0,000	Not Normal

#### a. Lilliefors Significance Correction

Normality was assessed using the Kolmogorov–Smirnov test with Lilliefors significance correction. The results indicate that all variables produced significance values below the 0.05 threshold. Specifically, Green Human Resource Management ( $p = 0.000$ ), Religiosity ( $p = 0.036$ ; 0,019), Organizational Commitment ( $p = 0.000$ ; 0,018), and Employee Green Behavior ( $p =$

0.000) demonstrate statistically significant deviations from normal distribution. Since all p-values are less than 0.05, the assumption of normality is not satisfied. Thus, the data distribution for all research variables is classified as non-normal. Nevertheless, this condition does not undermine the robustness of the analysis. The statistical approach employed in this study does not strictly require normally distributed data, and the sample size ( $n= 55$ ) is adequate to support further inferential analysis. Therefore, the violation of the normality assumption does not constitute a critical limitation in hypothesis testing.

**Table 5.** Linearity Test Results

<b>Variable Relationship (Combined)</b>	<b>F</b>	<b>Sig. (Combined)</b>	<b>F (Linearity)</b>	<b>Sig. (Linearity)</b>	<b>F (Deviation)</b>	<b>Sig. (Deviation)</b>	<b>Keputusan</b>
Green Human Resource Management – Employee Green Behavior	2,789	0,007	23,622	0,000	0,895	0,553	Linear (meets the linearity assumption)
Religiosity Employee Green Behavior	-1,353	0,238	0,153	0,697	1,503	0,183	Linear (meets the linearity assumption))
Organizational Commitment - Employee Green Behavior	0,732	0,690	0,048	0,827	0,808	0,611	Linear (meets the linearity assumption)

The linearity test results show that only Green Human Resource Management has a significant linear relationship with Employee Green Behavior ( $F = 23.622$ ;  $p = 0.000 < 0.05$ ), and the deviation from linearity is not significant ( $p = 0.553 > 0.05$ ). This confirms that the linearity assumption is satisfied. In contrast, Religiosity ( $p = 0.697 > 0.05$ ) and Organizational Commitment ( $p = 0.827 > 0.05$ ) do not demonstrate significant linear relationships with Employee Green Behavior. Therefore, only Green Human Resource Management meets the linearity assumption, while the other two variables do not show statistically significant linear relationships.

**Multiple Linear Regression Analysis****Table 6.** Multiple Linear Regression Analysis

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-1.013	3.573		-.283	.778
	X1	.585	.114	.597	5.126	.000
	X2	.124	.196	.082	.631	.531
	X3	.147	.160	.120	.914	.365

a. Dependent Variable: Y

The multiple linear regression equation is formulated as follows:

$$\hat{Y} = -1.013 + 0.585X_1 + 0.124X_2 + 0.147X_3$$

The constant represents the value of Y when X<sub>1</sub>, X<sub>2</sub>, and X<sub>3</sub> are equal to zero. The constant value is -1.013 (Sig. = 0.778), indicating that it is not statistically significant. In Likert-scale data, a value of zero typically does not occur; therefore, the constant primarily functions as a mathematical component of the regression model. The coefficient of 0.585 indicates that a one-unit increase in X<sub>1</sub> leads to an increase of 0.585 units in Y, assuming X<sub>2</sub> and X<sub>3</sub> remain constant. The coefficient of 0.124 indicates that a one-unit increase in X<sub>2</sub> results in an increase of 0.124 units in Y, holding the other variables constant. Similarly, the coefficient of 0.147 indicates that a one-unit increase in X<sub>3</sub> increases Y by 0.147 units, assuming the other variables remain constant.

**Table 7.** t-test Results

<b>Variabel</b>	<b>B</b>	<b>t</b>	<b>Sig.</b>	<b>Keputusan</b>
X <sub>1</sub>	0,585	5,126	0,000	<b>Signifikan</b>
X <sub>2</sub>	0,124	0,631	0,531	Tidak signifikan
X <sub>3</sub>	0,147	0,914	0,365	Tidak signifikan
(Konstanta)	-1,013	-0,283	0,778	Tidak signifikan

Based on the results of the partial t-test in the multiple linear regression analysis with a total of 55 respondents (df = 51), variable X<sub>1</sub> obtained a t-value of 5.126 with a significance level of 0.000 (< 0.05). This result indicates that X<sub>1</sub> has a positive and statistically significant effect on Y. The regression coefficient of 0.585 confirms that a one-unit increase in X<sub>1</sub> will increase Y by 0.585 units, assuming the other variables remain constant. Variable X<sub>2</sub> obtained a t-value of 0.631 with a significance level of 0.531 (> 0.05), indicating that it does not have a statistically significant effect on Y, although the regression coefficient is positive (B = 0.124). Similarly, variable X<sub>3</sub>

produced a t-value of 0.914 with a significance level of 0.365 ( $> 0.05$ ). This finding indicates that  $X_3$  does not have a statistically significant effect on  $Y$ , despite having a positive regression coefficient ( $B = 0.147$ ). Therefore, partially, only  $X_1$  is proven to have a positive and significant effect on  $Y$ , while  $X_2$  and  $X_3$  do not show statistically significant effects on  $Y$ .

**Table 8.** F-test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141.648	3	47.216	8.827	.000 <sup>b</sup>
	Residual	272.788	51	5.349		
	Total	414.436	54			

a. Dependent Variable:  $Y$

b. Predictors: (Constant),  $X_3$ ,  $X_1$ ,  $X_2$

Based on the ANOVA table (F-test) of the multiple linear regression analysis, the calculated F-value is 8.827 with degrees of freedom  $df_1 = 3$  (number of independent variables:  $X_1$ ,  $X_2$ ,  $X_3$ ) and  $df_2 = 51$  ( $n - k - 1 = 55 - 3 - 1$ ). The significance value is 0.000 ( $p < 0.05$ ), leading to the rejection of  $H_0$ . This result indicates that  $X_1$ ,  $X_2$ , and  $X_3$  simultaneously have a statistically significant effect on  $Y$ . Therefore, the regression model is appropriate and can be used to explain the relationship between the independent variables and the dependent variable. Furthermore, the Regression Sum of Squares (141.648) compared to the Total Sum of Squares (414.436) indicates that a portion of the variance in  $Y$  is explained by the combined effect of  $X_1$ ,  $X_2$ , and  $X_3$ , while the remaining variance is attributable to other factors outside the model (residual).

**Table 9.** Coefficient of Determination ( $R^2$ )

Model Summary				
Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.585 <sup>a</sup>	.342	.303	2.313

a. Predictors: (Constant),  $X_3$ ,  $X_1$ ,  $X_2$

Based on the Model Summary results, the value of  $R = 0.585$  indicates a moderate correlation between the independent variables ( $X_1$ ,  $X_2$ , and  $X_3$ ) and the dependent variable ( $Y$ ). This means that the three independent variables collectively have a reasonably strong relationship with  $Y$ , although the relationship cannot be classified as strong. The R Square ( $R^2$ ) value of 0.342 confirms that the regression model explains 34.2% of the variance in  $Y$ . In other words, approximately one-third of the variation in  $Y$  is explained by the combined effect of  $X_1$ ,  $X_2$ , and  $X_3$ . Meanwhile, the remaining 65.8% is influenced by other factors outside the model or by variables not included in this study. This suggests that other variables may play a more dominant

role in explaining Y. The Adjusted R Square value of 0.303 provides a more accurate estimate because it accounts for the number of predictors and the sample size. After adjustment, the model explains 30.3% of the variance in Y, indicating a moderate explanatory power. Furthermore, the Standard Error of the Estimate (2.313) represents the average prediction error of the model. It reflects the deviation between the predicted and actual values of Y. The smaller the standard error, the higher the accuracy of the model in estimating the dependent variable. Overall, the regression model demonstrates moderate explanatory capability and is suitable for analysis. However, it is not yet optimal, as a substantial proportion of the variance in Y is still explained by factors outside the research model.

## DISCUSSION

### **The Effect of Green Human Resource Management on Employee Green Behavior.**

The findings demonstrate that Green Human Resource Management (GHRM) exerts a significant positive effect on Employee Green Behavior. The influence of GHRM extends beyond administrative compliance, as it systematically shapes employees' environmental awareness and workplace routines. Environmentally oriented recruitment, structured environmental training, and the implementation of green standard operating procedures provide clear behavioral expectations. Consequently, employees are more likely to internalize environmental values, actively participate in sustainability initiatives, and consistently engage in pro-environmental behavior. These findings affirm that GHRM functions as a strategic mechanism for institutionalizing a pro-environmental organizational culture (Shahzad et al., 2023; Alkandi, 2025).

From the perspective of maqāshid al-sharī'ah, this relationship reflects the realization of maṣlaḥah (public benefit) and the prevention of mafsadah (harm). Maqashid theory emphasizes not only individual moral conduct but also the establishment of systemic structures that ensure sustainability and balance. In this context, GHRM operates as an institutional framework that translates normative sustainability values into structured organizational practices. It therefore serves as a structural mechanism for advancing ecological welfare in alignment with the higher objectives of Islamic law (Goel et al., 2022). Moreover, maqashid underscores the importance of habituation (ta'wīd) and normative order (niẓām) in transforming values into enduring social norms. The evidence that GHRM shapes consistent green behavior indicates that behavioral transformation occurs through systemic reinforcement rather than solely through individual ethical awareness. Iqbal et al., (2025) Thus, GHRM can be understood as a mechanism for cultivating an ecological organizational habitus. In practical terms, these findings suggest that environmental principles should be embedded across the entire human resource management cycle, including recruitment, training, performance appraisal, and reward systems. Consistent implementation

strengthens the institutionalization of sustainability values, thereby increasing the likelihood that green behavior becomes an integral component of organizational culture (Jaganjac et al., 2025; Saratian et al., 2025; Sarwar et al., 2025). Overall, this study positions GHRM as a robust managerial approach for promoting sustainability-oriented employee behavior within an Islamic normative framework.

### **The Effect of Religiosity on Employee Green Behavior**

The findings reveal that religiosity does not have a significant effect on Employee Green Behavior. This indicates that the level of individual religiosity does not directly lead to pro-environmental behavior in the workplace. Employees with higher religiosity are not necessarily more likely to engage in green behavior than those with lower levels of religiosity (Karimi et al., 2022). This result suggests that workplace behavior is more strongly influenced by organizational systems, policies, and situational factors than by personal religious values alone. While religiosity may shape individual morality and worship practices, it does not automatically translate into environmentally responsible actions within a professional setting (Héliot et al., 2020; Iqbal et al., 2023). Employees tend to follow established procedures, organizational culture, and task demands. Without clear environmental regulations, structured policies, and institutional support, religiosity alone is insufficient to produce consistent green behavior.

From the perspective of *maqāṣid al-sharī'ah*, environmental responsibility aligns with the protection of life (*ḥifẓ al-nafs*), protection of wealth and resources (*ḥifẓ al-māl*), and, in contemporary developments, environmental preservation (*ḥifẓ al-bi'ah*). However, *maqāshid* emphasizes that achieving public benefit (*maṣlaḥah 'āmmah*) requires systemic institutionalization rather than relying solely on individual moral awareness (Jibril, 2025; Harahap et al., 2025). Values must be translated into structured systems (*niẓām*) and institutional mechanisms (*mu'assasah*) to become collective practices. The absence of a significant relationship indicates that religiosity remains normative rather than operational in shaping workplace behavior. Sustainable green behavior requires structural reinforcement through environmental policies, green standard operating procedures, leadership support, monitoring systems, and performance-based incentives. Without these mechanisms, pro-environmental actions remain optional rather than habitual. In conclusion, organizations should not depend solely on religiosity to enhance employee green behavior. Instead, effective managerial strategies such as implementing Green Human Resource Management practices, environmental training, and structured organizational support are essential to foster consistent and sustainable green behaviour (Saeed et al., 2019; Aboramadan et al., 2022; Aboramadan & Karatepe, 2021). Religiosity may function as a complementary value, but

institutional systems and organizational culture play a more decisive role in shaping employee behavior.

### **The Effect of Organizational Commitment on Employee Green Behavior**

The findings indicate that organizational commitment does not have a significant effect on Employee Green Behavior. This suggests that employees' loyalty, emotional attachment, and intention to remain within the organization do not automatically translate into pro-environmental behavior. In other words, employees may demonstrate high commitment to the organization while still exhibiting low levels of green behavior if no specific environmental encouragement or structural support is provided. This finding confirms that organizational commitment primarily reflects general dedication to organizational goals rather than specific commitment to environmental objectives.

Tang et al., (2023) Employee green behavior is more likely to emerge when organizations provide structural support, such as clear environmental policies, adequate facilities, green work procedures, and consistent reinforcement mechanisms. Even highly committed employees require explicit direction, environmental training, and leadership modeling to internalize green practices as routine behavior. Without such support, commitment tends to encourage compliance with existing rules rather than proactive environmental initiatives. This indicates that green behavior is shaped more by situational factors, organizational culture, and management systems than by individual commitment alone (Halawa et al., 2025; Atmim et al., 2024).

From the perspective of maqāshid al-sharī'ah, environmental protection is aligned with the preservation of life (*ḥifẓ al-nafs*), the protection of wealth and resources (*ḥifẓ al-māl*), and, in contemporary extensions, environmental preservation (*ḥifẓ al-bi'ah*). However, green behavior cannot rely solely on organizational loyalty; it must stem from ethical consciousness and moral responsibility as stewards of the earth (*khalīfah fī al-ard*) (Amin, 2025; Syarvina & Batubara, 2025). This explains why employees with strong organizational commitment may still display low green behavior if their commitment remains organizational rather than ecological or value-oriented. Within the maqashid framework, actions gain meaning when oriented toward universal public benefit (*maṣlahah 'āmmah*), not merely institutional compliance. Maqashid theory emphasizes that values must be institutionalized within structured systems (*niẓām*) and organizational environments (*bi'ah tanẓīmiyyah*) to shape consistent behavior. This aligns with the empirical finding that green behavior is more strongly influenced by policies, organizational culture, and management systems than by individual attitudes of commitment. Public benefit cannot be achieved through personal intention alone; it requires institutionalization through formal rules, governance structures, and consistent implementation (Kholis, 2025; Isman et al., 2024).

Therefore, organizations should adopt more targeted strategies to enhance Employee Green Behavior rather than relying solely on strengthening organizational commitment. Integrating environmental indicators into standard operating procedures, training programs, and performance evaluation systems can clarify expectations and reinforce green behavior as an organizational norm (Anthony, 2019; Sarwar et al., 2025). The implementation of Green Human Resource Management practices, incentive mechanisms, and environmentally responsible leadership can further cultivate a pro-environmental culture. In this context, organizational commitment may serve as a supportive value, but sustainable green behavior requires clear, structured, and consistently enforced institutional systems.

### **The Simultaneous Effect of GHRM, Religiosity, and Organizational Commitment on Employee Green Behavior**

The findings indicate that Green Human Resource Management (GHRM), religiosity, and organizational commitment simultaneously influence Employee Green Behavior. This suggests that green behavior is not shaped by a single determinant but rather emerges from the interaction between organizational mechanisms and individual characteristics. When these three variables operate together, their combined influence on pro-environmental behavior becomes more evident in daily work practices. Thus, the research model highlights the importance of a comprehensive approach in promoting Employee Green Behavior.

The simultaneous effect can primarily be attributed to the structural role of GHRM in establishing green organizational systems and norms (Alawneh et al., 2024). Through environmentally oriented recruitment, green training initiatives, and performance evaluations incorporating environmental indicators, organizations provide clear behavioral standards and expectations. These standards function as institutional guidelines, transforming green behavior from a personal initiative into an organizational norm. In this context, GHRM acts as a structural framework that directs employee behavior toward environmentally responsible practices (Fawehinmi et al., 2020; Rizal et al., 2024; Habib et al., 2026).

Meanwhile, religiosity and organizational commitment contribute from a value-based and attitudinal perspective. Religiosity may strengthen moral awareness by framing environmental responsibility as an ethical obligation, while organizational commitment enhances employees' willingness to support and comply with organizational programs. When personal values and organizational attachment align with structured GHRM practices, employees are more likely to consistently engage in green initiatives (Kaur et al., 2025; Gomes et al., 2023; Leidner et al., 2019). Therefore, the interaction of these variables creates a synergistic effect that is more effective than relying on each factor independently.

These findings imply that organizations should adopt an integrated strategy to enhance Employee Green Behavior rather than focusing on a single dimension. Strengthening GHRM practices should be accompanied by value internalization, consistent communication, and the cultivation of a sustainability-oriented organizational culture. Furthermore, leadership modeling, the provision of environmentally friendly facilities, and performance-based reward systems can reinforce pro-environmental behavior. Through a holistic approach, Employee Green Behavior can evolve into an institutionalized work habit that contributes to overall organizational environmental performance.

## CONCLUSION

Based on the research findings, it can be concluded that Green Human Resource Management (GHRM), religiosity, and organizational commitment simultaneously have a significant effect on employee green behavior. However, partially, only GHRM has been proven to have a positive and significant effect. Religiosity and organizational commitment do not show significant effects, indicating that they are not yet able to directly encourage environmentally friendly behavior in the workplace. The research model explains only 34.2% of the variance in employee green behavior, while the remaining variance is influenced by other factors beyond the scope of this study. Therefore, efforts to improve employee green behavior should focus on strengthening GHRM practices through the integration of environmental aspects into recruitment, training, performance appraisal, and reward systems. Organizations are also advised to develop environmental-based policies and standard operating procedures, provide supporting facilities such as waste management systems and workplace digitalization, and foster an environmentally conscious organizational culture through continuous socialization and leadership role modeling. Religiosity and organizational commitment can still be utilized as supporting factors; however, they need to be reinforced through structured systems and policies to effectively promote consistent green behavior.

Furthermore, it is recommended that organizations prioritize the strengthening of Green Human Resource Management (GHRM) practices as a primary strategy to enhance employee green behavior. This can be achieved by integrating environmental values into all human resource management functions, such as environmentally oriented recruitment, green skills training, and performance evaluations that incorporate sustainability indicators. Organizations should also establish and implement clear environmental policies and standard operating procedures (SOPs), including reducing paper usage through digitalization, improving energy efficiency, and developing structured waste management systems. The provision of supporting facilities, such as waste segregation bins and energy-efficient technologies, is also essential to encourage the practical

implementation of green behavior. In addition, an environmentally oriented organizational culture should be strengthened through continuous awareness programs, internal campaigns, and leadership example. Although religiosity and organizational commitment do not have a direct significant effect, they can still serve as supporting values when internalized through organizational culture and work ethics. For future research, it is recommended to include additional variables such as green leadership, organizational culture, and management support to provide a more comprehensive understanding of the factors influencing employee green behavior.

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