

# How green cultural festivals can increase environmental performance in Islamic University?: human resource perspective

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## Abstract

**Purpose** – This study aimed to examine the role of green human resource management on environmental performance at Islamic universities, with the mediating effect of green cultural festivals and the moderating role of individual green values.

**Design/methodology/approach** – The research employed random sampling techniques by selecting a sample of 192 students from various Islamic universities in Indonesia. The participants were selected through an online survey. In addition, data analysis was done using the structural equation modelling-partial least squares (SEM-PLS) technique with the SmartPLS 3.0.

**Findings** – Implementing green human resource management has become a crucial factor in enhancing the environmental performance of Islamic universities. Moreover, green cultural festivals function as an intermediary variable. At the same time, individual green values exhibit a moderating variable that can enhance the influence between green human resource management and environmental performance.

**Practical implications** – Implementing an effective green human resource management strategy enhances environmental performance. Green human resource management has assisted universities in creating a generation of graduates with a solid commitment to ecological sustainability and raised awareness of the significance of conserving the environment. As a result, this commitment equips students to become agents of change in society upon graduation. Furthermore, campuses need to integrate environmental curriculum components into all study programs, as students need to understand the significant impact of environmental stewardship from both Islamic and scientific perspectives.

**Originality/value** – This research provides a novel perspective on how Islamic universities are exceptionally well-equipped to create environmental awareness and values that students can practically apply post-graduation using green cultural festivals, which are regularly held. This study is the first to introduce the concept of green cultural festivals in universities utilising the basis of combining green culture with cultural festivals with the theoretical background of resource-based theory.

**Keywords** Green human resource management, Green cultural festival, Environmental performance, Individual green values

**Paper type** Research paper

## 1. Introduction

Green human resource management is fundamental for effectively managing the environment (Carballo-Penela *et al.*, 2023). Kim *et al.* (2019) state that the organisation's



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basic principles influence environmental performance. These principles encompass recruiting employees with similar environmental values, emphasising environmental protection in the selection and recruitment process, articulating organisational environmental values and integrating environmental awareness training and education programs. The statement above aligns with empirical studies that have proven the influence of environmental performance on various factors. These factors encompass green construction practice (Owusu-Manu *et al.*, 2023), the incorporation of sustainable and eco-friendly intellectual strategies (Haldorai *et al.*, 2022), the advancement of innovative green technologies (Sahoo *et al.*, 2023), digital orientation (Bendig *et al.*, 2023), the exploration of dual-tasking and environmentally friendly innovations (Asiaei *et al.*, 2023), tournament incentive (Ali *et al.*, 2023), financial inclusion (Singh and Singh, 2023) and green human resource management (Shakil *et al.*, 2023).

In recent years, universities have become an integral aspect of addressing issues related to environmental pollution (Anwar *et al.*, 2020). The statement complies with González-García *et al.* (2021) research, which explained that universities undoubtedly have become pioneers in transferring knowledge and social values. They are fundamental sources of talent and workforce for the healthcare system, research and innovation. Hence, it is necessary to continuously develop advancements and innovative discoveries to tackle global issues, such as environmental pollution. Universities also organise academic behaviour strategically, pivotal in attaining environmental performance with tangible impacts on society (Mohamed *et al.*, 2020). Nonetheless, the extent of the study done in Indonesia related to the sustainability of environmental examination through a human perspective, particularly within the framework of green human resource management, remains constrained (Memon *et al.*, 2022).

Environmental performance is a metric utilised to evaluate the efficiency of policies implemented in protecting the environment (Singh *et al.*, 2019). Companies consistently practising green human resource management can also enhance environmental outcome (Aftab *et al.*, 2023; Naz *et al.*, 2023). Nevertheless, the study on green human resource management practices involves the whole process of employee selection, which encompasses activities such as defining job descriptions and analyses, which remain scarce despite previous research recommendations (Renwick *et al.*, 2013). Therefore, some researchers such as Pham *et al.* (2019), Tanveer *et al.* (2023), Trujillo-Gallego *et al.* (2022) and Umrani *et al.* (2022) conducted in-depth investigations into the impact of green human resource management on environmental performance. They unanimously agree that implementing green human resource management improves environmental performance in diverse sectors, such as commercial corporations, state-owned organisations, healthcare organisations, hospitality establishments and educational institutions.

Several researchers have undertaken studies about green human resource management in various sectors, including manufacturing (Aftab *et al.*, 2023), small and medium-sized enterprises (Awan *et al.*, 2023), restaurants (Tabrizi *et al.*, 2023), the automobile industry (Shah and Soomro, 2023) and the service sector (Obeidat *et al.*, 2023). Nevertheless, it is noteworthy that the scope of research conducted in universities remains restricted (Fawehimmi *et al.*, 2020; Pham *et al.*, 2019). Furthermore, this assertion is supported by Aboramadan (2022), who proposes that further researchers should explore practical methods for regulating the relationship between green human resource management and its outcome within academic institutions. Based on the limited available literature, the study done by Anwar *et al.* (2020) reveals that organisational citizenship behaviour mediates the influence of green human resource management on environmental performance. At the same time, Muhammad Ali and Nisar (2023) show that implementing green human resource management can enhance environmental performance, mediated by green commitment and behaviour.

Hence, to contribute to the enrichment of literature on green human resource management within Islamic Universities, this research attempts to formulate a framework illustrating the

significance of green human resource management on environmental performance. The hypothesis suggests that a mediating role of a green cultural festival exists in the correlation between the above variables. Furthermore, it is hypothesised that green individual values are moderating variables within this context. This study provides several contributions. First, it addresses the limited research green human resource management within higher education settings (Fawehinmi *et al.*, 2020). Second, it conveys a novel aspect of the green human resource management study by examining a model incorporating other variables—such as green individual values and green cultural festival. Third, the concept of a green cultural festival was first introduced in this research, which is a combination of marketing strategies and human resource management related to sustainability on campus. Fourth, the study advances our comprehension of the specific processes that regulate the correlation between green human resource management and its subsequent objectives (Aboramadan, 2022).

## 2. Theoretical background and literature review

Based on resource-based theory, the company's competitive advantage can be increased by optimising the use of company resources internally and externally (Barney, 1991). Based on the objectives of this study, we argue that competitive advantage (environmental performance) can be influenced by internal company resources (green human resource management, green cultural festivals and individual green values) at Islamic universities. Previous researchers have used resource-based theory as a company's ability to make a difference by generating specific environmental competencies using unique resources and capabilities such as green human resource management (Lashari *et al.*, 2022). As a result, the practical application of green human resource management can encourage environmental performance (Al-Alawneh *et al.*, 2023). Furthermore, referring to Muhammad Ali and Nisar (2023), the university is a leader in creating knowledge, so it is the right place to form academic community awareness of the environment.

### 2.1 Green human resource management

Researchers have extensively implemented the green human resource management, encompassing green opportunity, green motivation and ability to protect the earth (Anwar *et al.*, 2020). Meanwhile, Aftab *et al.* (2023) suggest that innovation to protect the environment, earth-protecting behavior can enhance environmental performance. Furthermore, Shah and Soomro (2023) demonstrated that the integration of green human resource management encompasses green employee involvement, green compensation, green innovation and voluntary green behaviour to optimise success in reducing carbon emissions and contributing to environmental pollution prevention.

Research on green human resource management at universities has been conducted by Abbas *et al.* (2022), Ahmad *et al.* (2023), Al-Alawneh *et al.* (2023) and Asfahani (2023) who reached the concession that green human resource management is an important factor in universities. Furthermore, findings from Lashari *et al.* (2022) using resource-based theory also stated that green human resource management practices improve the environmental performance of public and private universities in Pakistan. Then, to the best of our knowledge, very few studies of green human resource management at Indonesian universities have been carried out by Sukardi *et al.* (2023) who found that the competitive advantage of universities can be improved using green human resource management at 10 private universities in Jakarta, Indonesia.

Meanwhile, the majority of green human resource management studies in Indonesia are in manufacturing and service companies that have been carried out by Sakharina *et al.*, (2020), Noor *et al.*, (2023), Subyantoro *et al.* (2022) and Maskuroh *et al.* (2023) who found that green

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human resource management is a crucial factor for companies in increasing company excellence and environmental performance. Furthermore, the study of [Setyadi et al. \(2023\)](#) found that out of 110 manufacturing companies found that work culture may be impacted by the introduction of GHRM in Indonesia's eco-friendly manufacturing sector, which emphasizes investments in employee performance-related training programs. Furthermore, managers' and business executives' regular agendas assist the integration of the green operating idea for high sustainability in firm operations.

Environmental performance involves positive and consistent operations management to meet prospective goals for natural resource preservation and business efficiency ([Niazi et al., 2023](#)). As a result, this study defines environmental performance as implementing green training programs for employees, emphasising energy and paper conservation and mitigating carbon emissions and energy consumption associated with learning activities. Notably, each factor contributes to the sustainable development goal's ([Zheng et al., 2021](#)). Additionally, the results obtained from previous studies indicate that green human resource management significantly contributes to improving environmental performance ([Aftab et al., 2023](#); [Awan et al., 2023](#); [Carballo-Penela et al., 2023](#); [Masud et al., 2023](#); [Niazi et al., 2023](#); [Ojo et al., 2022](#)). Furthermore, the main effect of independent and dependent variable (Green human resource management on environmental performance) is examined using a AMO (Ability-Motivation-Opportunity) model proposed by [Appelbaum et al. \(2000\)](#), and then further developed by [Renwick et al. \(2013\)](#). Finally, Organisational performance can be substantially enhanced if green human resource management practices embrace opportunities (through engagement and collaboration), motivation and capabilities (through recruitment and training). The development of organisational culture becomes more specific, as shown by the growth of green cultural festival. Furthermore, [Afum et al. \(2020\)](#) argued that the term green culture comprises the entire set of values, concepts and beliefs that govern the behaviour and conduct of personnel within a company toward prevent environmental pollution. In this study context, green cultural festival is an academic culture and festival that is regularly held by the campus in order to involve students in efforts to protect the environment.

Numerous factors have been highlighted in the literature as potential contributors to developing a culture of caring for the environment. These components comprise the incorporation of green organisational culture that can enhance sustainable performance ([Al-Hakimi et al., 2022](#)) and improve environmental performance ([Aggarwal and Agarwala, 2023](#)). In addition, [Al-Swidi et al. \(2021\)](#) proposed a conceptual framework that integrates the construct of green human resource management to stimulate a green culture. In addition, [Roscoe et al. \(2019\)](#) state that GHRM enhances green culture. Hence, the proposed hypothesis is as follows:

- H1.* Green human resource management directly increases environmental performance
- H2.* Green human resource management directly increases green cultural festival

### *2.2 Green cultural festival*

The green culture festival is a cultural festival related to sustainability on campus. This concept is a combination of marketing strategy and sustainability. Furthermore, green culture has three key factors, namely managerial, internal and external ([Law and Gunasekaran, 2012](#)). Managerial includes strategic policy; internal includes systems and performance and external factors include competition, market trends, laws and regulations ([Sharma et al., 2021](#)). While cultural festivals appear to be commonplace in contemporary society, offering a wide range of events, happenings and spectacles that occupy the social calendar and cultural agenda. As festivals become more significant, they also assume a wider range of functions. These functions include but are not limited to supporting cultural groups, guaranteeing the acceptance of specific cultural discourse and creating a sense of

community, identity, revenue and sustainability (Crespi-Vallbona and Richards, 2007). Then, the link between festivals and sustainability has been explained by Zifkos (2015), saying that sustainable festival encourage environmental responsibility and sustainability, teach attendees how to live sustainably and include the “green” idea in their basic beliefs. Cultural festivals are important in marketing tourism (Richards and King, 2022).

Furthermore, originally in this research a green cultural festival was defined as a festival related to sustainability which is held regularly by the campus so that students can actively contribute to protecting the environment through environmental campaigns. Green cultural festivals are part of green organizational culture in general, so researchers use previous research with the concept of organizational culture in general, because no one has yet conducted a study of this variable in the context of human resource management. Then, referring to resource-based theory, this study proposes a green cultural festival model as mediation in order to improve environmental performance using green human resource management.

In the Indonesian context, festival culture is a factor that can lift the potential of tourism in the region (Mudana *et al.*, 2021). A study from Sakitri (2018) suggests collaborating with universities to develop training programs for local communities to organize festivals. This indicates that the university is able to become a place for basic training, especially regarding training in order to manage a festival. In this study, the campus becomes a place to make habituation in terms of pro-environment through cultural festival events that lead to sustainability.

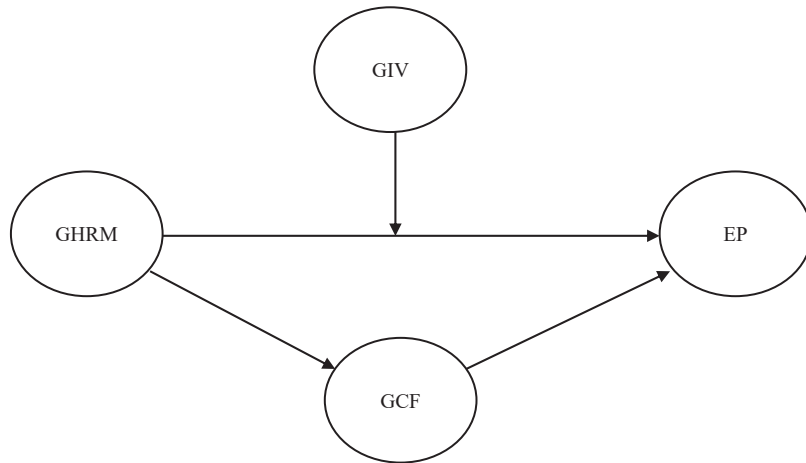
Some previous researchers Gyepi-Garbrah and Preko (2022) found that festivals were proven to be able to improve tourism performance in Ghana and also improve good environmental attitudes. Kim *et al.* (2021) have also conducted a study regarding the role of cultural heritage in increasing sustainable tourism resources. Furthermore, McClinchey (2021) also found that multiethnic festivals were empirically proven to be able to increase social sustainability. Based on previous research studies, it is still limited to tourism marketing strategies, so this research uses green cultural festivals in the context of human resources, especially on Islamic universities. Given these conditions, it inevitably impacts the overall environmental performance within the organisation. To the best of our knowledge, there is no study that examines the role of green cultural festival as a mediation between green human resource management and environmental performance. Drawing upon the tenets of the resource-based theory, green cultural festival is a unique advantage that is difficult for competitors to replicate. Hence, it can serve as a strategic approach for organisation aiming to augment their comprehensive efficacy, including environmental performance (Bakhsh Magsi *et al.*, 2018). Based on the support from theory and previous research, developing green cultural festival able to be a connecting variable between green human resource management and environmental performance. Thus, the hypothesis that is being put out is:

*H3.* Green cultural festival directly increases environmental performance

*H4.* Green cultural festival mediates the effect green human resource management and environmental performance

### *2.3 The moderating role of green individual values*

Drawing upon the social value theory (SVT), this research proposes green individual values as a potential moderating factor between green human resource management and environmental performance Figure 1. Furthermore, alignment between organisational values and individual values promotes environmental performance (Edwards and Shipp, 2007). Moreover, the behaviour exhibited by employees significantly influences their general environmental performance within the organisational system. Furthermore, it is worth noting that the scholarly works of Zhou *et al.* (2018) and Raza and Khan (2022) have put forth



**Figure 1.**  
Hypothesized  
full model

**Note(s):** GHRM is green human resource management, EP is environmental performance; GCF is green cultural festival; GIV is green individual values

**Source(s):** Authors' own work

compelling evidence indicating that personal adherence to green values can be a crucial indicator of one's environmental performance.

The role of green individual values (GIV) in improving environmental performance, we argue that an employee with elevated green individual values tends to exhibit behaviour oriented towards preserving the environment, stemming from an intrinsic motivation rather than external coercion. In such circumstances, developing green individual values augments organisational environmental performance. The employees are motivated to consistently reinforce their green values and enhance their commitment to social responsibility by integrating the principles of environmental protection into their daily tasks, including reinforcing their environmental beliefs and normative environment (Zhou *et al.*, 2018). Numerous prior studies have also demonstrated the moderating role of green individual values in manufacturing and service companies. For instance, Al-Ghazali and Afsar (2020) discovered that developing green individual values enhances the connection between GHRM and behavioural intention.

However, prior studies have not utilised individual green values to strengthen green human resource management on environmental performance in university. Nevertheless, environmental management is closely related to aligning an individual's values with those implemented by the organisation to attain goals, particularly regarding environmental performance (Edwards and Shipp, 2007). Based on the above results, it is posited that incorporating individual green values can strengthen the effect of green human resource management and environmental outcome. Therefore, the proposed hypothesis is:

*H5.* Green individual values directly increase environmental performance.

*H6.* Individual green values strengthen the effect of green human resource management and environmental performance.

### 3. Methodology

This research utilised an explanatory research with multivariate analysis to analyse the data. In its realisation, this approach utilised SEM-PLS with the assistance of the SmartPLS



application. SEM-PLS is used to examine the interrelationship, whether direct or indirect, between dependent and independent variables. In addition, the population is a public and private Islamic universities that implements a green campus policy in Indonesia. Data was collected from 2 private and 2 public Islamic universities in an online survey via Google form. The four universities are selected for several reasons: First, their campus is an Islamic campus that implements a green campus policy written in detail on the university's vision and mission. Second, the four campuses represent several regions in Indonesia because they are spread in various provinces, such as Lampung Province, representing the western part of Indonesia, and East Java Province representing the eastern part of Indonesia. Third, there are only four campuses that are willing to do research. Thus, considering the representation of Indonesian and Islamic campuses that implement green campus policies, this study uses the four campuses as research objects. Then, the link is disseminated through academic staff at each campus. After three months, the results of the questionnaire answers were submitted to the researcher. Furthermore, this research utilised GPower with a 95% significance level and a two-way connection (Hendayani and Fernando, 2023). In total, 300 questionnaires were distributed from August to October 2023, with 192 respondents returning the questionnaires in their entirety or equal to 64%. This percentage met the minimum criteria (Baruch, 1999).

A random sampling technique was used to obtain the sample. The total sample size of this study was 192 from various university. The use of individual analysis units is the entire academic community for several reasons. First, this study aims to identify differences in patterns of environmentally friendly behaviour at the individual level. Second, suitability with research questions related to perception and behaviour in improving environmental performance at the individual level to provide direct insight into the research subject. Third, the use of representative samples from individuals allows research results to be analysed to a larger population, increasing the strength and applicability of research findings. Finally, analysis at the individual level supports a more comprehensive approach to testing hypotheses and theoretical models.

### 3.1 Measurement

The green human resource management variable incorporated six items from Anwar *et al.* (2020) adapted to real conditions in the field. In addition, green cultural festival incorporated six items from Chen *et al.* (2020). Meanwhile, Individual green values utilised 4 items from Dumont *et al.* (2017). Lastly, environmental performance employed seven items validated by Anwar *et al.* (2020). All items are adapted from previous research.

The convergent validity and reliability testing results in Table 1 show that green human resource management, green cultural festival, individual green values and environmental performance exhibit loading factor values greater than 0.70. This result indicates they meet the minimum criteria (Hair and Alamer, 2022). Furthermore, based on the AVE values, it becomes apparent that each variable has a value greater than 0.50. Simultaneously, regarding composite reliability, all the variables used exhibit composite reliability values exceeding 0.70, signifying the validity and reliability analysis.

## 4. Results

Table 2 displays the descriptive statistics and Heterotrait-Monotrait (HTMT) criteria, showing that each variable has a mean value above 4. This value indicates that most respondents agree with the items in question. Furthermore, the HTMT values below 0.9, suggesting that the discriminant validity testing has met the criteria.

Following the goodness of fit testis, it is apparent that the Square Root Mean Square (SRMR) value of  $0.097 < 0.10$ . Similarly, the NFI value of 0.64 is less than 0.90, and rms Theta

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Construct	Loading	Average variance extracted	Composite reliability
GHRM		0.531	0.817
GH1	0.708		
GH2	0.823		
GH3	0.705		
GH4	0.885		
GH5	0.843		
GH6	0.760		
GCF		0.545	0.877
GCF1	0.741		
GCF2	0.796		
GCF3	0.749		
GCF4	0.819		
GCF5	0.714		
GCF6	0.793		
IGV		0.523	0.812
IGV1	0.763		
IGV2	0.785		
IGV3	0.750		
IGV4	0.875		
EP		0.525	0.884
ENV1	0.819		
ENV2	0.731		
ENV3	0.803		
ENV4	0.814		
ENV5	0.806		
ENV6	0.839		
ENV7	0.813		

**Table 1.**  
Validity and reliability testing

**Source(s):** Authors' own work, 2023

Variable	1	2	3	4	Mean	SD
GHRM	0.656				4.271	0.524
GCF	0.746	0.738			4.207	0.510
IGV	0.584	0.671	0.723		4.242	0.536
EP	0.855	0.817	0.708	0.725	4.368	0.529

**Table 2.**  
Descriptive statistic and HTMT-discriminant validity

**Source(s):** Authors' own work, 2023

value of  $0.172 > 0.10$ . Hence, the research model fits the data. Meanwhile, the outcomes of hypothesis testing for direct influence and the roles of mediation are displayed in [Tables 3 and 4](#). These analyses were done using the bootstrap approach with a total of 5,000 samples. Moreover, [Figure 2](#) illustrates the result of data processing using SmartPLS. The figure displays the beta coefficient values and significance for each relationship. The results finding a strong effect green human resource management on environmental performance (std beta: 0.51;  $p < 0.001$ ). Means, **H1** is accepted, meaning the effective implementation of human management arrangements at the institution impact on the subsequent enhancement of environmental performance.

Furthermore, as shown by the standardised beta coefficient of 0.74 ( $p < 0.001$ ), it is apparent that green human resource management significantly influences the development of a green cultural festival. This finding indicates that [hypothesis 2](#) is accepted, signalling



that universities that successfully implement green human resource management are more likely to promote a favourable green cultural festival. Accordingly, the findings of hypothesis 3 indicate that green cultural festival can increase environmental performance directly (standardised beta coefficient: 0.23;  $p < 0.001$ ). Therefore, the hypothesis H3 is accepted. The findings of the hypothesis testing showed a significant indirect impact (t value: 3.51;  $p < 0.001$ ). Hence, H4 is accepted. Furthermore, following the recommendations put forth by Baron and Kenny (1986) about testing mediation, this research observed significant direct effects between green human resource management and environmental performance, green human resource management and green cultural festival, and green cultural festival

Hypotheses	Path	Std beta	t-statistic	p-value	Decision
H1	GHRM > EP	0.51	8.74	<0.001	Supported
H2	GHRM > GCF	0.74	19.58	<0.001	Supported
H3	GCF > EP	0.23	3.71	<0.001	Supported
H4	IGV > EP	0.23	4.17	<0.001	Supported

Source(s): Authors' own work, 2023

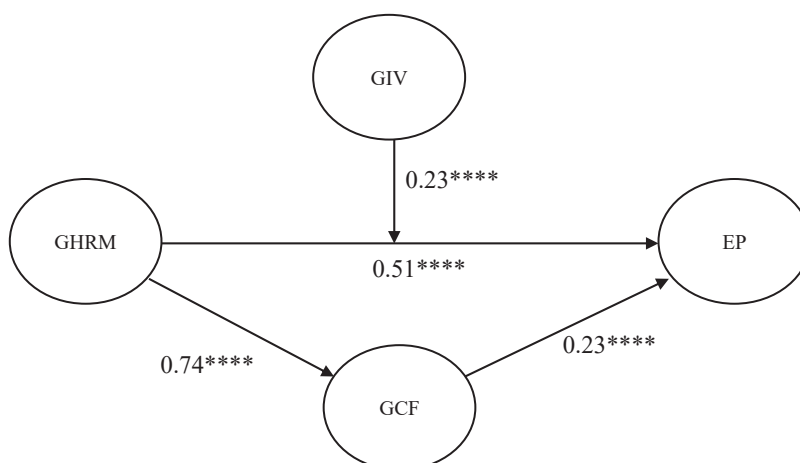
Table 3.  
Direct effect

Hypotheses	Path	Indirect effect	p-value	Decision
H5	Mediating Effect GCF GHRM > GCF > EP	3.51	<0.001	Supported
H6	Moderating Effect IGV GHRM > EP	2.25	<0.005	Supported

Note(s): GHRM is green human resource management, EP is environmental performance; GCF is green cultural festival; IGV is individual green values

Source(s): Authors' own work, 2023

Table 4.  
Mediation and  
moderation effect



Note(s): GHRM is green human resource management, EP is environmental performance; GCF is green cultural festival; IGV is individual green values

Source(s): Authors' own work

Figure 2.  
Final result

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and environmental performance. Hence, it can be inferred that the type of mediation is partial. Lastly, the reinforcement of individual green values significantly impacts environmental performance (std beta: 0.23;  $p < 0.001$ ). Hence, H5 is accepted. Subsequently, the researchers used the bootstrapping method to investigate moderation in the study model by introducing the moderating variable. The results from the data analysis indicated a significant moderation impact (t value: 2.25;  $p < 0.001$ ). This finding points out that including individual green values strengthen the effect of green human resource management on environmental performance.

Lastly, the R-square value associated with the green cultural festival variable during algorithm testing is 0.556. This value indicates that the green human resource management variable significantly impacts the green cultural festival variable, accounting for 55.6% of the variance, with other factors not examined in this study explaining the remaining portion. In addition, the R-square value for the EV variable is 0.834, implying that the variables green human resource management, green cultural festival and individual green values explain approximately 83.4% of the environmental performance variance. Meanwhile, the remaining variance is attributable to other variables not included in this study.

## 5. Discussion and implication

Green human resource management has a significant effect on environmental performance. This is in line with previous researchers (Aftab *et al.*, 2023; Awan *et al.*, 2023; Carballo-Penela *et al.*, 2023; Masud *et al.*, 2023; Niazi *et al.*, 2023; Ojo *et al.*, 2022) who agree that green human resource management drives improved environmental performance. The findings of this research address the research gap pointed out by Memon *et al.* (2022), who stated that a need for more study on GHRM persists, particularly within the Indonesian context. Furthermore, it contributes to the need for more scholarly inquiry about the green human resource management domain in higher education (Fawehinmi *et al.*, 2020). These findings encourage previous studies, posing the direct enhancement of environmental outcomes with the implementation of pro-environmental human management (Anwar *et al.*, 2020; Shakil *et al.*, 2023). Therefore, Islamic universities in Indonesia must implement green human resource management to improve environmental performance.

Furthermore, previous research findings from Roscoe *et al.* (2019), Shahzad *et al.* (2023), Hooi *et al.* (2022) and Muisyo *et al.* (2022) which is consistent with our findings that there is a significant influence between green human resource management and green culture. Furthermore, implementing effective environmentally based human resource management practices can enhance the development of a green cultural festival. This statement aligns with Bagga *et al.*'s (2023) study, which found that better green human resource management practices contribute to a better green culture. Therefore, Islamic universities in Indonesia should promote green human resource management on campus, including setting environmentally friendly goals, rewarding environmentally friendly behaviour and providing promotional opportunities to the academic community for those who have green behaviour to improve environmental performance.

The influence of green cultural festivals and individual green value on environmental performance was found to have a significant effect, in line with previous research from Gyepi-Garbrah and Preko (2022) found that festivals were proven to be able to improve tourism performance in Ghana and also improve good environmental attitudes. It is imperative to note that this research also empirically provides evidence that green cultural festivals can effectively augment environmental performance. This finding aligns with Aggarwal and Agarwala (2023) study, who also states that establishing a better green culture contributes to improving organisational environmental performance.

Explanation of the role of mediation and moderation of green cultural festivals and individual green values between green human resource management and environmental performance, Al-Alawneh *et al.* (2023) and Muisyo *et al.* (2022) found the mediating role of green culture, and Al-Ghazali and Afsar (2020), Islam *et al.* (2021) and Raza and Khan (2022) found the role of moderation of individual green values. However, no studies focus on the role of green human resource management and environmental performance through green cultural festivals and reinforced individual green values. There also needs to be research on Islamic universities in Indonesia. As our results, our findings indicate that green cultural festivals act as mediation, while individual green values act as moderation on the effect of green human resource management on environmental performance. Furthermore, to the best of our knowledge, there is no research to examine the mediating role of green cultural festivals and individual green values between green human resource management and environmental performance, especially in Islamic universities. This research presents an innovative concept by incorporating mediation and moderation mechanisms within a single framework, wherein the green cultural festival becomes the mediator, and the individual green values become the moderator. This research establishes an apparent correlation between the variable of green cultural festivals and its position as a mediator between green human resource management and the environmental performance of Islamic universities. In the interim, it is noteworthy that enhancing individual green values strengthens the relationship between these two variables, particularly within the demographic of students enrolled in Islamic higher education institutions in Indonesia.

### *5.1 Theoretical implication*

This study found that green human resource management drives environmental performance and green cultural festivals at Islamic universities in Indonesia. Then, green cultural festivals and individual green values can improve environmental performance. Furthermore, green cultural values as a bridge between green human resource management and environmental performance at Islamic universities and individual green values strengthen the influence of both relationships. Finally, this study makes a theoretical contribution to resources-based theory by using internal resources (green human resources management and green cultural festivals) as drivers of competitive advantage (environmental performance).

### *5.2 Practical implication*

The empirical findings of this research substantiate the notion that implementing green human resource management practices in universities is crucial in enhancing environmental performance. Furthermore, integrating green cultural festivals has successfully been a connecting factor, bridging the gap between these two variables. Moreover, it has been empirically proven that the growth of individual green values strengthens the connection between green human resource management and environmental performance at Islamic universities in Indonesia. Therefore, a multitude of recommendations can be posited.

First, universities have evolved into symbols of intellectual development and knowledge transfer to students. This transformation makes them an ideal environment for nurturing students so that, upon graduation, they can contribute to preserving the environment, taking upon the knowledge acquired during their time at the university.

Second, by receiving the support of academic authorities and enacting comprehensive measures to implement environmental learning curricula and environmentally friendly policies, environmental performance can be enhanced. Hence, it is imperative to acknowledge the significant role of leadership and the institutional environment in the success of augmented environmental performance. Furthermore, it is essential for universities to

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meticulously acknowledge the distinctive values embraced by each member of the academic community, as research has substantiated their significant impact on strengthening the efficacy of green human resource management and environmental performance. The reinforcement of these principles may be effectively achieved through didactic discourse within the confines of the classroom and through seminars, workshops and implementing environmentally friendly practices on campus.

Third, universities need to serve as knowledge transfer hubs, facilitating the transfer of information to students and academic communities, thereby allowing them to make effective and responsible contributions to environmental conservation. It is hoped that individuals will develop self-awareness and actively engage in environmental protection through small actions, such as disposing of waste properly.

Recommendations for universities in Indonesia to always hold cultural activities on campus (e.g. green cultural festival) such as selection of environmental education ambassadors, national student leaders on sustainability meetings, virtual webinars and zero-emission vehicle campaigns. It will also promote green human resource management through training and incentives for the academic community that excels in sustainability. These activities have been proven to improve environmental performance on campus by providing understanding and concrete actions to protect the environment, especially in the university environment.

Furthermore, universities can develop a curriculum that includes courses on sustainability such as basic concepts, best practices, policies and implementation strategies. Then, strengthening partnerships with companies that have a commitment to environmentally friendly practices and can provide opportunities for students to gain direct experience and apply the concept of sustainability to real contexts. Promoting research and development in the field of sustainability can be a valuable asset for universities in broadening their understanding of this concept and creating innovative solutions to sustainability challenges.

Then, by providing training and coaching for academic and administrative staff on the concept and application of sustainability, as well as encouraging the adoption of environmentally friendly practices in the campus environment. Finally, organizing community service activities focusing on sustainability can help universities to play an active role in promoting sustainability awareness and practices in order to support sustainable development goals to the wider community, such as universities can organize seminars, workshops, or extension campaigns about the importance of sustainability for companies and communities. By implementing these recommendations, universities in Indonesia are expected to play a significant role in preparing future generations who have a deep understanding of the relationship between human resource management and environmental sustainability starting from campus.

### *5.3 Limitations and suggestions for future research*

This study has specific constraints that are recommended for further research. One limitation of the study is its exclusive reliance on samples from students enrolled in Islamic universities in Indonesia, thus excluding universities under the Ministry of Education and Culture from the research sample. Therefore, it is possible for future scholars to do a comparative investigation, including institutions that are linked with the Ministry of Education and Culture. Furthermore, this study employed SEM-PLS analysis analytic methodologies; hence, future researchers may consider exploring CB-SEM using AMOS software. Lastly, this study utilised a one-time survey. To enhance the rigour of future research, it is suggested that a mixed-method approach be employed that incorporates surveys and interviews with a time lag to assess the consistency of respondents' responses over an extended period.

## 6. Conclusion

This study delves into the explicit analysis of the significant role played by green human resources management in enhancing environmental performance within Islamic universities in Indonesia. This impact is further examined through the lens of green cultural festivals, with individual green values as a moderating factor. The research results demonstrate that developing a green cultural festival could be an intervening variable in the influence between green human resources management and the environmental performance of Islamic higher education institutions that implemented a green campus initiative. In addition, the results above demonstrate that developing a solid green cultural festival within the educational setting fosters enhanced environmental performance, notably influenced by the implementation of green human resources management. Moreover, individual green values have strengthened the connections between green human resources management and overall environmental performance. The findings herein indicate that individuals' integration of specific values enormously impacts the general improvement of environmental performance. The Islamic universities in Indonesia become nurturing grounds that promote cultivating students' creativity and unwavering dedication towards environmental endeavours (Siswanto, 2023).

Given the significance of green cultural festivals, individual green values and green human resources management incorporation, this concern requires better support and attention from institution leaders. This objective can be achieved by incorporating comprehensive curriculum components into all study programs, thereby allowing students to obtain a substantial breadth of knowledge about the importance of environmental preservation. Ultimately, students should develop individual values that can be applied post-graduation. Additionally, properly implementing green human resources management should focus on enhancing environmental outcomes and ensuring a company's continuity (Abualigah *et al.*, 2023). The novel contribution of this study, particularly about Islamic universities in Indonesia, lies in the strategy for integrating green human resources management policies. The practice of green human resources management is paramount in the growth, development and retention of academic communities that embody principles of environmentally friendly values and a commitment to work, thereby supporting organisational strategies (Aftab *et al.*, 2023). This study demonstrates that university leaders' leadership support and green policies are crucial. They are fundamental to developing a campus that communicates information and provides environmental conservation guidelines for the students. Additionally, these policies ensure that the university becomes a generator of environmentally aware generations and catalyses societal change.

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