

Research Paper

## The Role of Green Human Resource Management on Employee Behavior and Corporate Environmental Performance in Indonesian Sharia Banks

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### ABSTRACT

The growing number of companies focusing on environmental preservation and the limited literature on green human resource management in the Islamic banking industry make this an intriguing topic for deeper research. This study explored the impact of environmental green human resource management on environmental engagement and corporate environmental performance in the Sharia banking industry. This investigation also explores the mediating effect of Green Organizational Culture on the relationship between Green Human Resource Management and both environmental engagement and corporate environmental performance. Using quantitative methods, Smart-PLS analysis was used to perform structural equation modeling (SEM). A total of 116 data respondents were selected using random sampling from Sharia banking employees in East Java, Indonesia. The results showed that Green Organizational Culture has a positive impact on environmental engagement and corporate environmental performance. Green Organizational Culture fully mediates the impact of Green Human Resource Management on environmental engagement and corporate environmental performance. The implications of this study suggest that companies should embed environmentally friendly values into their vision and mission and cultivate an organizational culture that embodies these values.

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## Introduction

Environmental concerns have garnered global public interest (Herrera & de las Heras-Rosas, 2020). Many businesses are experiencing the repercussions of globalization, economic expansion, climate change, and industrial development. Consequently, an organization's operations play a role in environmental preservation (Shahzad et al., 2023). Organizations must also implement ecologically friendly activities to encourage long-term environmental growth (Al-dmour et al., 2023). As a result, many companies have implemented green human resource management practices for their staff (Liboni et al., 2019). Businesses may benefit from adopting a set of practices known as green human resource management. This is a component of their attempts to fulfil corporate social responsibility (CSR). Previous studies have indicated a positive link between effective human resource management and environmental performance, as well as environmentally friendly employee behavior (Al-Alawneh et al., 2023). However, this association alone is not sufficient to significantly enhance both employee environmental performance and behavior (Ali et al., 2022). It can also promote environmentally conscious conduct among employees (Hooi et al., 2022).

Mediating aspects, such as green organizational culture, significantly influence performance improvement (Aggarwal & Agarwala, 2022; Gull & Idrees, 2022; Muisyo & Qin, 2021). A green organizational culture is marked by employees consistently demonstrating environmental care through their behavior (Roscoe et al., 2019). There is also evidence that environmentally conscious personnel are more likely to actively seek ways to enhance an organization's environmental management performance. Additionally, individuals are more inclined to encourage their colleagues to professionally embrace comparable environmentally concerned behaviors (Hooi et al., 2022).

Green human resource management policy is essential in the Islamic banking industry because it emphasizes resource conservation, work ethics, and social responsibility (Ali et al., 2022). However, there is a significant void in the literature examining green human resource management within the Islamic banking sector through organizational culture (Julia & Kassim, 2019). While green human resource management is well established in conventional banks, it remains a relatively recent development in the Islamic banking sector (Ali et al., 2022). Most research on green human resource management focuses on the food, beverage, and manufacturing industries. Further studies are needed in other sectors, especially the banking industry, where green practices are being implemented or planned (Gull & Idrees, 2022).

Currently banking with an environmentally friendly concept is becoming a trend since banks with numerous branches in developing countries are often high consumers of energy and resources like paper (Fazal & Shaiq, 2024). The banking industry is considered to cause negative impacts through its operational activities and industrial financing which can cause pollution (Yahya & Zargar, 2023). Green banking is a concept that integrates environmental considerations into banking practices to foster green industry and achieve sustainable ecological balance (Noor et al., 2023). Environmentally friendly banking is characterized by adhering to green standards, investing in eco-friendly projects, avoiding environmental risks, and promoting green financing (Amran et al., 2021).

However, green human resource management is a relatively new practice that requires further research, especially in the banking sector and even more so in Islamic banking, where studies are still limited (Amran et al., 2021). Thus, research should direct its

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attention toward the Islamic banking sector regarding green human resource management, considering the deficiencies above (Fang et al., 2022). To assess the value of these practices, this study examined how green human resource management affects employees' green behavior and environmental performance. In this research, we investigate how green organizational culture acts as a mediator between green human resource management and environmental engagement.

### *Hypotheses Development*

#### *Green Human Resource Management and Environmental Engagement*

Green human resource management comprises various approaches designed to cultivate environmental consciousness and responsibility among business entities. Green recruitment and training, green performance evaluations, green awards for employees who have implemented green practices, and employee environmental awareness and competency are among these activities (Pham et al., 2020; Tang et al., 2018). Effective environmental management depends on green human resource management (Ren et al., 2018). The green human resource management framework elucidates how human resource management effectively implements measures to conserve the environment while concurrently preventing and regulating pollution within organizations (Liu et al., 2021).

Ababneh (2021) found that promoting environmentally conscious behavior can be enhanced by incorporating environmentally friendly competencies into selection and recruitment criteria, as well as assigning green duties at work. However, in practice, employees must be incentivized to perform environmentally responsible work through environmental training and recognition for workers who implement eco-friendly procedures (Aboramadan, 2022; Singh et al., 2020). The effectiveness of green human resource management theory in directing employee conduct within organizations is contingent on employees' recognition of the critical nature of green human resource management practice (Chaudhary, 2019). Green human resource management practices have the potential to inspire employees to engage in environmentally conscious conduct by demonstrating an organization's dedication to environmental stewardship (Liu et al., 2021). According to a study conducted by Rubel et al. (2020), green human resource management positively influences the promotion of environmentally conscious employee conduct. Thus, the following hypothesis is formulated:

H1: Green human resource management positively affects environmental engagement.

#### *Green Human Resource Management and Green Organizational Culture*

Green human resource management is paramount in cultivating an environmentally aware corporate culture through its ability to mould employee values, attitudes, and conduct. This is achieved through many mechanisms, such as performance management, incentives, recruiting practices, and training programs (Amini et al., 2018). A green culture within an organization can be described as a milieu in which members demonstrate their environmental consciousness through their actions and initiatives (Roscoe et al., 2019). Employees' capacity to limit environmental consequences and utilize the environment constructively defines a green company culture (Fang et al., 2022). Green human resource management positively influences green organizational culture; as a result, businesses will be more proficient in developing green organizational culture (Hooi et al., 2022). Therefore,

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leaders within an organization must establish and promote a sustainable culture of the environment (Roscoe et al., 2019). Green human resource management stresses leadership, employee empowerment, message credibility, and colleagues' involvement in the business culture. Green human resource management methods influence employee values and behavior, fostering a green culture (Muisyo & Qin, 2021). It is believed that green human resource management can motivate employees to participate in environmental issues that the organization supports. An organization's green culture will be inexorably promoted if its members have a disposition toward assisting one another in environmentally favorable initiatives (Pellegrini et al., 2018). Consequently, the following hypothesis was developed:

H<sub>2</sub>: Green human resource management has a positive effect on green organizational culture.

#### *Green Human Resource Management and Corporate Environmental Performance*

The assessment of a company's environmental performance is predicated on its adherence to the necessary environmental maintenance criteria (Fang et al., 2022). A company can improve its environmental performance by understanding and implementing environmentally conscious human resource practices (Hameed et al., 2020). In addition, workers' active engagement is an essential component of attaining environmental performance (Al-Alawneh et al., 2023). The primary aim of environmental performance management is to motivate individuals to attain a state of congruity between their behaviors and the company's ecological goals (Aggarwal & Agarwala, 2022). According to Mousa and Othman (2020), including workers in the decision-making process has the promise of fostering environmentally responsible behavior inside a business, thereby significantly influencing the company's environmental performance.

Environmental performance is enhanced through green training and recruitment (Zaid et al., 2018). One strategy for promoting accountability and maintaining organizational concentration on environmentally sustainable objectives is to implement performance evaluation systems for personnel (Pham et al., 2020). Organizations that prioritize employee engagement in environmental activities, wherein they apply their expertise, competencies, and experience, will witness enhanced environmental performance (Zhou et al., 2023). The presence of workers with high ideals about environmental consciousness Gilal et al. (2019) conducted a study at a university that demonstrated that green human resource management practices have benefited overall environmental performance. The outcome of this research was disseminated in 2019. Thus, an organization must advocate green human resource management to promote sustainable environmental practices that contribute to environmental sustainability (Oppong & Agyemang, 2022). This is necessary for the organization to improve its environmental performance. As a result, the following hypothesis was proposed:

H<sub>3</sub>: Green human resource management has a positive effect on corporate environmental performance.

#### *Green Organizational Culture and Environmental Engagement*

An organization can enhance its environmental performance by fostering a green organizational culture that prioritizes the well-being of its employees (Fang et al., 2022). Organizations must provide motivational support to encourage employees to align their

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interests with environmentally responsible behavioral initiatives (Roscoe et al., 2019). Active participation in ecologically sustainable initiatives may foster conscientious environmental conduct (Hooi et al., 2022). Green values and culture assist businesses in fostering environmentally conscious employee conduct (Chen et al., 2020). A green corporate culture and set of values may be a valuable tool for promoting environmentally aware behavior among workers (Hooi et al., 2022). Based on this notion, one may understand the importance of a company's environmental management, human resource management, and employee behavior.

Green values and environmentally sensitive behavior are correlated (Kim et al., 2019). To foster employee engagement in environmental initiatives, the organization intends to provide incentives to personnel who demonstrate expertise in environmental matters. Furthermore, the firm needs to provide moral recognition, environmentally focused training, and appropriate remuneration to augment employee contentment and foster the advancement of their performance capabilities. This suggests that a green company culture improves employee interactions (Longoni et al., 2018). Effective communication between companies and workers depends on how well a firm fosters a sustainable culture (Pellegrini et al., 2018).

H4: Green organizational culture has a positive effect on environmental engagement.

#### *Green Organizational Culture and Environmental Corporate Performance*

An organization that adopts a green organizational culture gains a competitive edge by effectively addressing environmental challenges, setting itself apart from its rivals (Muisyo & Qin, 2021). Implementing a green organizational culture aims to effectively guide employee behavior in addressing environmental issues. This is achieved by transitioning the existing organizational culture into a more sustainable one (Shah et al., 2021). A green corporate culture may benefit a firm in the long term (Aggarwal & Agarwala, 2022). Green organizational culture characteristics such as leadership, message credibility, employee empowerment and co-worker involvement are considered to improve environmental performance (Roscoe et al., 2019). Green human resource management in an organization can change employee behavior to encourage and improve green organizational culture to achieve sustainable growth in the long term (Al-Alawneh et al., 2023).

Organizations embracing sustainable ethos are more inclined to engage in environmentally sensitive initiatives that enhance environmental performance (Magsi et al., 2018). Gürlek and Tuna (2018) found that a green corporate culture may change employee cognition and behavior, giving the company an advantage. Organizations with green reporting standards and cultures are more likely to invest in environmental performance (Wang et al., 2018). In light of this, the following hypothesis was formulated:

H5: Green organizational culture has a positive effect on corporate environmental performance.

#### *The Mediating Role of Green Organizational Culture*

Empowering employees and involving them in decision-making can enhance their environmental awareness and motivate active participation in sustainable practices (Mishra, 2017). A green organizational culture that focuses on empowering employees' environmentally friendly behavior will lead to environmental performance. Thus, green



organizational culture is a key mediator between green human resource management and environmentally friendly behavior (Temminck et al., 2015). Green human resource management is thought to affect workers' environmental attitudes and actions, raising the organization's cultural awareness of the environment. Green Human Resource Management may help workers become environmentally conscious (Hooi et al., 2022).

Creating a green corporate culture, where all employees participate in eco-friendly activities, drives green human resource management practices (Rizvi & Garg, 2021). Incorporating green human resource management techniques inside a company can cultivate a green corporate culture and augment environmental performance (He et al., 2023). Culture-based promotion of green human resource management and environmentally sustainable practices is possible for an organization that engages in eco-friendly activities (Al-Alawneh et al., 2023). One approach that can potentially promote environmental performance is a green culture (Roscoe et al., 2019).

H<sub>6a</sub>: Green organizational culture mediates the relationship between green human resource management and environmental engagement.

H<sub>6b</sub>: Green organizational culture mediates the relationship between green human resource management and corporate environmental performance.

## Method

### *Research Design*

Quantitative methods were employed in this study. The data in this study were primary and collected directly from the research samples. This study used sample data from Sharia bank employees spread across East Java, Indonesia. The data collection process involved the distribution of online questionnaires to workers at Sharia banks in East Java. The collected data were analyzed using Smart-PLS to perform structural equation modeling (SEM). Data were collected in four stages: first, the locations of East Java Sharia bank branches were identified; second, several branches were visited, and permission was obtained from the bank heads to collect data; third, online questionnaires were distributed directly to Sharia bank employees in East Java; and finally, relatives and colleagues were asked to distribute the questionnaires to Sharia bank employees in the region.

### *Population and Sample*

This research population consists of all Sharia bank employees in East Java, Indonesia. This study involved 116 respondents who were selected using random sampling. A total of 116 responses were collected from the online questionnaire. Of these, five did not meet the required criteria, leaving 111 responses suitable for analysis.

Table 1 shows the demographic profiles of the respondents. In this study, the majority of respondents were in the 20–30 age group, 79 (71%). There were 52 (47 %) male and 59 (53%) female respondents. Researchers also found that most respondents had a recent educational history at the D4/S1 level, 70 (63%). Additionally, 56 respondents (50%) reported working lengths between one and three years, as indicated in Table 1. The remaining 55 respondents (50%) reported working for more than three years. Fifty participants (45%) reported income between IDR 4,000,000 and IDR 6,000,000. East Java Sharia Bank employees are listed as follows.

Table 1. Demographic Profile of Respondents

Characteristics	Category	Frequency	Percentage (%)
Age	20-30 Years	79	71
	31-45 Years	30	27
	> 45 Years	2	2
Gender	Man	52	47
	Woman	59	53
Last education	Senior High School	4	4
	Diploma 3	21	19
	Diploma 4/Bachelor Degree	70	63
	Master's Degree	16	14
Working Duration	Doctoral Degree	0	0
	1 Year - 3 Years	56	50
	> 3 Years	55	50
Income	< Rp.3,000,000	16	14
	Rp.4,000,000-Rp.6,000,000	50	45
	Rp.6,000,000-Rp.9,000,000	28	25
	> Rp. 10,000,000	17	15

### Instrumentation

This study used five Likert scales ranging from 1 (strongly disagree) to 5 (strongly agree) to measure green human resource management, green organizational culture, environmental engagement, and corporate environmental performance. All instruments were adapted from previous research. [Saeed et al. \(2019\)](#) and [Pham et al. \(2020\)](#) added 19 instruments to green human resource management. Tools that can be used are "Every employee has the opportunity to receive environmentally friendly training in my organization," "My organization provides awards for environmental achievements," and "My organization communicates key indicators related to environmental performance." Green organizational culture was measured using 16 instruments adapted from ([Preston & Colman, 2020](#)). These include "leaders communicate green and environmental policies to employees (I)," "Eco-friendly operations in the Company are easy to understand," and proactive "Employees are encouraged to solve environmental problems together." The environmental engagement instrument was adapted from and has 7 instruments. Examples of such instruments include "I take environmental actions that make a positive contribution to the organization's image", and "I suggest new practices that can improve the organization's environmental performance". Lastly, the instrument for measuring corporate environmental performance was adapted from ([Paillé et al., 2014](#)). The instrument consists of eight items: "In my organization, environmental management efforts are carried out by significantly reducing waste within it," "Focusing on environmental management improves the reputation of my organization," and "Environmental efforts in my organization improve organizational performance".

### Data Analysis

The data were examined using SEM-PLS with Smart-PLS 4. SEM-PLS was chosen because of its high relevance in primary studies ([Hair et al., 2014](#)). SEM-PLS is a modern

approach that can analyze individual perceptions or behavior (Ali et al., 2020; Raza et al., 2020).

Before structural model analysis, validity and reliability must be examined. Internal consistency was initially examined by the researchers using composite reliability (CR) and Cronbach's alpha, ensuring a minimum threshold of 0.70 (Hair et al., 2021). The study instrument's convergent validity was also considered by researchers during the validity analysis. According to Hair et al. (2021) the average variance extracted (AVE) value might exceed 0.5. After reliability and validity tests, the researchers tested the six hypotheses using Partial Least Squares (SEM-PLS) structural equation modelling. The results of validity and reliability testing are shown in Table 2, which states that green human resource management, green organizational culture, EE, and corporate environmental performance meet convergent validity and internal consistent reliability requirements.

Table 2. Validity and Reliability of the Instrument

Construct	Outer	CR	$\alpha$	AVE
Green Human Resource Management (G_HRM)		0.964	0.965	0.608
G_HRM 1	0.709***			
G_HRM 2	0.812***			
G_HRM 3	0.812***			
G_HRM 4	0.726***			
G_HRM 5	0.798***			
G_HRM 6	0.576***			
G_HRM 7	0.829***			
G_HRM 8	0.809***			
G_HRM 9	0.797***			
G_HRM 10	0.777***			
G_HRM 11	0.789***			
G_HRM 12	0.792***			
G_HRM 13	0.791***			
G_HRM 14	0.785***			
G_HRM 15	0.808***			
G_HRM 16	0.777***			
G_HRM 17	0.794***			
G_HRM 18	0.774***			
G_HRM 19	0.819***			
Green Organizational Culture (G_OC)		0.950	0.951	0.572
G_OC 1	0.743***			
G_OC 2	0.791***			
G_OC 3	0.732***			
G_OC 4	0.767***			
G_OC 5	0.811***			
G_OC 6	0.809***			
G_OC 7	0.784***			
G_OC 8	0.764***			



Construct	Outer	CR	$\alpha$	AVE
G_OC 9	0.790***			
G_OC 10	0.766***			
G_OC 11	0.769***			
G_OC 12	0.718***			
G_OC 13	0.746***			
G_OC 14	0.671***			
G_OC 15	0.731***			
G_OC 16	0.697***			
Environmental engagement (E_E)		0.870	0.873	0.562
E_E 1	0.762***			
E_E 2	0.685***			
E_E 3	0.762***			
E_E 4	0.766***			
E_E 5	0.723***			
E_E 6	0.791***			
E_E 7	0.752***			
Corporate Environmental Performance (C_EP)		0.879	0.881	0.543
C_EP 1	0.755***			
C_EP 2	0.770***			
C_EP 3	0.766***			
C_EP 4	0.729***			
C_EP 5	0.711***			
C_EP 6	0.788***			
C_EP 7	0.647***			
C_EP 8	0.717***			

Notes: \*\*\*p < 0.001; CR (composite reliability);  $\alpha$  (Cronbach's alpha coefficients); AVE (average variance extracted)

## Results

The initial portion of the investigation indicated that the model fit the criteria. The hypothesis findings and the mediating function of the green organizational culture variable are shown in the second half. To validate the model, researchers used the R square, Q square, and SRMS (Hair et al., 2019).

Table 3. R square dan Q square

	R-square	Q-square
E_E	0.818	0.698
C_EP	0.825	0.729
G_OC	0.839	0.836

The qualitative interpretation of R square values indicates that a value of 0.19 corresponds to low impact, 0.33 corresponds to moderate influence, and 0.66 corresponds to significant influence (Chin, 1998). Table 3 shows that green human resource management

has a significant effect on environmental engagement at 0.818. Similarly, green human resource management has a significant influence on corporate environmental performance at 0.825. The green human resource management green organizational culture effect is 0.839, indicating a considerable influence.

The qualitative Q square interpretation values are 0 (low influence), 0.25 (moderate influence), and 0.50 (high influence) (Hair et al., 2019). Table 3 shows that the environmental engagement variable has a value of 0.698 (high prediction accuracy), the corporate environmental performance variable 0.729 (high prediction accuracy) and the green organizational culture variable 0.836 (high prediction accuracy).

Table 4. SRMR

Model Estimates	
SRMR	0.055

Hair et al (2021) say SRMR values below 0.08 indicate an appropriate model fit. Based on Table 4, the SRMR value is  $0.055 < 0.08$ , meaning that the variables in this study showed an appropriate model fit.

The study's overarching goal was to analyze green human resource management's direct and indirect impacts on green human resource management on green organizational culture, environmental engagement, and corporate environmental performance as they pertain to Islamic banking. Conclusions from this research show that green human resource management is directly related to environmental engagement and corporate environmental performance. Furthermore, the research shows that green organizational culture mediates an indirect link between green human resource management and environmental engagement and corporate environmental performance.

Here are the three steps researchers use to verify their hypothesis: First, they use a model called the direct impact model to examine how green human resource management (G\_HRM) affects environmental engagement (environmental engagement) and corporate environmental performance (corporate environmental performance). The second stage examines the indirect model's relationship between green human resource management, environmental engagement, green organizational culture, and corporate environmental performance. Finally, the third part of this study identifies the kind of mediation by examining its function using a comprehensive model.

Table 5. Hypothesis Testing

Hypotheses	Channel	Coefficient	STDEV	P values	Decision
H1	G_HRM -> E_E	0.841	0.039	0.000	Accepted
H2	G_HRM -> G_OC	0.916	0.025	0.000	Accepted
H3	G_HRM -> C_EP	0.861	0.035	0.000	Accepted
H4	G_OC -> E_E	0.834	0.158	0.000	Accepted
H5	G_OC -> C_EP	0.727	0.155	0.000	Accepted

The data presented in Table 5 indicate that environmental engagement is significantly and directly impacted by green human resource management (coefficient = 0.841;  $p < 0.001$ ). Thus, the first hypothesis was accepted. This indicates that as green human resource management implementation in Sharia banking increases, so does the degree of directness

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in environmental engagement. With the consistent implementation of green human resource management practices, such as incorporating environmental training programs into the monthly training schedule, employees develop an innate awareness of environmental concerns and engage in environmentally sustainable behaviors that benefit the organization.

In addition, [Table 5](#) demonstrates that green human resource management has a direct and statistically significant effect on green organizational culture (coefficient 0.916;  $p < 0.001$ ), supporting the acceptance of Hypothesis 2. The fact that green human resource management directly impacts green organizational culture demonstrates that green organizational culture can be implemented in Sharia banking via green human resource management. An organization, particularly one engaged in Sharia banking, may adopt a green human resource management policy to motivate its staff to further environmental consciousness. If employees consistently implement green human resource management over an extended period, it forms an organizational culture known as green organizational culture. In the same way that managers in Sharia banking significantly contribute to the organization's environmental success through the implementation of green policies, employees will eventually become aware of the environmentally friendly operations conducted by Sharia banking, thus attaining green organizational culture in Sharia banking.

Green human resource management influences corporate environmental performance directly and statistically significantly (coefficient 0.861;  $p < 0.001$ ); therefore, Hypothesis 3 is confirmed. This hypothesis posits that green human resource management and corporate environmental performance directly influence each other. Green human resource management can substantially increase corporate environmental performance. An organization's corporate environmental performance benefits from a consistent green human resource management policy, particularly in Sharia banking. Corporate environmental performance will increase within an organization that can implement green human resource management and prioritize employee development in terms of environmental knowledge, skills, and experience. Conversely, organizations that offer incentives to promote environmentally conscious behavior and actions (such as waste management) can undoubtedly achieve substantial waste reduction.

A statistically significant and direct relationship between environmental engagement and green organizational culture was found (coefficient 0.158;  $p < 0.001$ ). Consequently, this supports the acceptance of H4. As the postulated form of influence is direct, green organizational culture has a direct impact on environmental engagement. Green organizational culture, particularly in the context of Sharia banking, has the potential to inspire and motivate staff members to adopt environmentally conscious practices. Organizations can encourage personnel to be more environmentally conscious by utilizing a green organizational culture. The implementation of Sharia banking principles regarding an environmentally conscious culture within the organization may inspire personnel to embrace more conscientious environmental conduct.

Green organizational culture has a direct and significant effect on corporate environmental performance (coefficient 0.727;  $p < 0.001$ ); thus, Hypothesis 5 is accepted. In this hypothesis, there is a direct relationship between green organizational culture and corporate environmental performance. An organization that implements green organizational culture will certainly carry out environmentally oriented practices consistently and comply with environmentally friendly reporting standards, which will promote higher environmental

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performance. If members of an organization, especially Sharia banking, can carry out group discussions regarding environmentally friendly behavior consistently, then Sharia banking can improve organizational performance, which leads to environmental performance.

Table 6. Indirect Hypothesis Testing

Hypotheses	Track	Coefficient	STDEV	P values	Decision
H6a	G_HRM -> G_OC -> E_E	0.764	0.145	0.000	Accepted
H6b	G_HRM -> G_OC -> C_EP	0.666	0.143	0.000	Accepted

The test results indicate that green human resource management influences environmental engagement indirectly via green organizational culture (coefficient 0.764;  $p < 0.001$ ), as presented in the Table 6. Consequently, Hypothesis 6a is accepted. Because green human resource management can impact environmental engagement via green organizational culture, green human resource management exerts an indirect influence on environmental engagement via green organizational culture. By implementing green human resource management policies within an organization, such as incorporating environmental criteria into recruitment communications and recognizing employees for their environmental accomplishments, a culture of accountability for environmental issues will develop among staff. Over time, the presence of green organizational culture will increase environmental engagement to the extent that employees will voluntarily participate in environmental-related activities and offer suggestions on how the Sharia banking industry can more effectively safeguard the environment.

The indirect effect of green human resource management on corporate environmental performance via green organizational culture is demonstrated in Table 6 (coefficient 0.666;  $p < 0.001$ ); thus, Hypothesis 6b is accepted. One of the indicators of green organizational culture is that the implementation of green human resource management, such as providing opportunities for all employees to receive environmental training, encourages businesses to adopt a variety of environmentally responsible practices. By implementing green human resource management, which achieves a green organizational culture, the organization will reduce its excessive water and energy consumption and plastic usage, thereby increasing corporate environmental performance.

In this study, the researchers used the two steps suggested by Baron and Kenny (1986), to test the mediating variable, namely green organizational culture. The first step tested the influence of green human resource management on environmental engagement and corporate environmental performance directly. The second step was to test the effect by adding the mediating variable of green organizational culture. Furthermore, Nitzl et al. (2016) stated that there are four types of mediation: full mediation, partial mediation, direct effect, and no effect. It is said to be full mediation if there is an indirect influence only through the mediating variable in the full model.

The indirect influence of green human resource management on environmental engagement via green organizational culture is shown in Table 7, with a coefficient of 0.764 and a p-value less than 0.001. Furthermore, green human resource management indirectly affects corporate environmental performance via green organizational culture (indirect impact coefficient: 0.666;  $p < 0.001$ ). The results show that the direct influence of green human resource management on environmental engagement has a significantly larger coefficient value (0.076;  $p > 0.001$ ) compared to the entire model. Furthermore, the direct

influence of green human resource management on corporate environmental performance is more significant than the coefficient value in the whole model, as shown by the coefficient value of 0.195 ( $p > 0.001$ ). In this research, green organizational culture mediates the complete link between green human resource management, environmental engagement, and corporate environmental performance, according to [Nitzl et al \(2016\)](#), who characterize this form of mediation as full mediation. In a full model without the green organizational culture variable, green human resource management does not influence environmental engagement or corporate environmental performance. Nevertheless, green organizational culture impacts environmental engagement and corporate environmental performance when green human resource management is included.

Table 7. PLS and Mediation Path Coefficients

Path	Coefficients and mediations			Mediation type
	Direct effect model	Full model	Indirect effect	
G_HRM -> E_E	0.841***	0.076 (0.641)		
G_HRM -> C_EP	0.861***	0.195 (0.222)		
G_HRM -> G_OC	-	0.916***		
G_OC -> E_E	-	0.834***		
G_OC -> C_EP	-	0.727***		
G_HRM-> G_OC -> E_E	-		0.764***	Full Mediation
G_HRM -> G_OC-> C_EP	-		0.666***	Full Mediation

Notes: \*\*\* $p < 0.001$ ; G\_HRM is green human resource management; E\_E is environmental engagement; C\_EP is corporate environmental performance; G\_OC green organizational culture;

## Discussion

This study examines how green human resource management plays a role in environmental engagement and corporate environmental performance in the Sharia banking industry in East Java, Indonesia. This study also examines how green organizational culture can be a bridge for green human resource management to influence environmental engagement and corporate environmental performance in the Sharia banking industry in East Java. By implementing suitable green human resource management policies in tandem with eco-conscious company culture and values, Islamic banks can foster environmentally conscious behavior among their employees and improve their environmental performance. This, in turn, contributes to the long-term sustainability of environmental protection.

The investigated variables—environmental engagement, green organizational culture, and corporate environmental performance—show that green human resource management significantly and positively affects them. This finding highlights the crucial role of green human resource management in enhancing environmental engagement. As part of these initiatives, employees at one of East Java's largest Sharia institutions have been encouraged to reduce plastic use. Over time, green human resource management can inspire employees to act in an eco-friendly manner. Previous studies, such as [Liu et al \(2021\)](#) and [Rubel et al \(2020\)](#), have revealed consistent results.



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On the other hand, green human resource management is crucial for the enhancement of green organizational culture. Green organizational culture may be used to show that members of a firm care for the environment, which is very important in the Sharia banking sector. A green company culture may be fostered via green human resource management's promotion of employee participation in environmental concerns, which is in line with research conducted by [Muisyo and Qin \(2021\)](#) and [Pellegrini et al. \(2018\)](#).

Green human resource management also plays a significant role in improving environmental performance. Companies, especially those in the Sharia banking industry, can improve their environmental performance by implementing green human resource management policies that encourage employees to think about the world around them and act accordingly. [Oppong and Agyemang \(2022\)](#) and [Pham et al. \(2020\)](#) found that when workers of environmentally aware organizations demonstrate environmentally sympathetic principles, it has a favorable effect on the organization's results.

In addition, green organizational culture significantly and positively affects environmental engagement and corporate environmental performance, according to this study's findings. Employee-centric corporate environmental performance would surely motivate workers to do their part in the environment, improving the company's green performance. An organization's environmental performance can be improved by using a green organizational culture. The proactive approach to human resource management practices demonstrated by some Islamic banks in East Java has had a noticeable impact on the cultures of these businesses. For this reason, green organizational culture acts as a go-between for green human resource management, environmental engagement, and corporate environmental performance, as this culture can boost both variables. The findings of this study agree with those of ([Rizvi & Garg, 2021](#); [Roscoe et al., 2019](#)).

By expanding upon previous research conducted by [Song et al. \(2020\)](#) regarding the impact of green human resource management on the corporate environment, this study suggests a more thorough analysis of the role of green organizational culture in advancing environmental engagement. Moreover, this investigation expands upon the scholarly inquiry of [Shahzad et al. \(2023\)](#) regarding the green organizational culture-mediated correlation between green human resource management and environmental performance. To validate the model, the authors propose expanding its geographical scope.

From our perspective, these findings have management implications that could benefit the service industry, particularly managers in the Islamic banking sector. In recent years, several firms have emphasized implementing green human resource management practices to gain a competitive advantage. Competition managers are formulating green human resource management policies to improve the environmental performance of the firm. Through the implementation of this policy, personnel will be provided with environmental information and undergo training. Moreover, the establishment of a corporate culture that prioritizes environmental consciousness incentivizes workers to actively participate in ecologically responsible actions, thereby augmenting overall environmental performance. Moreover, managers of Islamic banks must collaborate with representatives of environmental protection groups to formulate comprehensive rules for the establishment of ecologically sustainable institutions.

Islamic institutions should adopt green human resource management practices that prioritize personnel, foster conscientious conduct among staff, and enhance environmental outcomes. By devoting themselves to the environment and demonstrating the

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organization's commitment to environmental issues through the implementation of green human resource management practices, green human resource management will inspire employees to engage in environmentally responsible conduct, thereby enhancing environmental performance.

This study recommends that managers integrate environmental values into an organization's vision and mission, and foster a corporate culture of ecological sustainability. In addition to implementing green recruitment, green awards, green training, and various other green human resource management practices, managers can cultivate an environmentally conscious organizational culture that serves as an exemplar for conventional and Islamic banks, as well as non-bank financial institutions. In addition, the presence of green organizational culture incentivizes personnel to adopt environmentally sustainable practices, thereby contributing to waste reduction, enhancement of organizational reputation, and improved overall performance.

## Conclusion

This study aimed to assess the role of green human resource management in environmental engagement and corporate environmental performance, with green organizational culture as a mediator, in the Sharia banking industry. Green human resource management has a direct influence on environmental engagement and corporate environmental performance, meaning that green human resource management has an important role in increasing environmental engagement and corporate environmental performance in the Sharia banking industry. Green organizational culture itself also has an important role in participating in improving environmental engagement and corporate environmental performance in Sharia banking. Additionally, green human resource management indirectly influences environmental engagement and corporate environmental performance through green organizational culture, which fully mediates these relationships.

Future studies should address the many constraints inherent in this study. The scope of this study is limited to a certain geographic area; hence, further investigations are encouraged to explore additional regions around the globe. Furthermore, the study suggests including variables such as organizational size, tenure, educational attainment, and income. It also presents potential avenues for future research to explore other subsectors, including conventional banks, bank financial institutions, and non-bank financial institutions.

## Authors' Declaration

The authors made substantial contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

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