



Green Human Resource Management Syariah as a Transformation of the Concept of Sustainable Human Resource Management

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Abstract

The purpose of this research is to explain the concept of implementing Green Human Resources Management Sharia (GHRMS) as a company strategy in the form of efforts to increase productivity and the company's commitment to maintaining sustainability, then quantified to strengthen the research findings so that they are more comprehensive. This research produces the latest concept; the success of an organization in implementing green human resources management sharia which is reflected in the performance of Islamic-based employees able to encourage more concern for the environment and apply it in everyday life; training and development facilitated by the organization so that employees can understand better with the training accompanied by development carried out by the organization; compensation and benefits for employees by providing awards and compensation as a form of concern for greening the environment, and organizational culture is able to support green human resources management sharia activities so that a resilient organizational life is created because it is supported by intense spirituality. In the future, research can be developed to increase productivity and company commitment to maintaining environmental sustainability based on Islamic values.

Keywords : Transformation; Concept; Green Human Resource Management Syariah; Sustainable Human Resource Management.

INTRODUCTION

Implementing environmental preservation is an important thing that is currently being continuously socialized to the community by various parties. Almost every company has implemented an environmental

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protection movement. Most green human resources management sharia (GHRMS) companies will achieve greater financial savings that generate profits. Green businesses such as GHRMS can help organizations improve company performance, especially environmental performance, and achieve a green corporate culture based on Islamic values. Green Human Resources Management Sharia (GHRMS) is a company policy in managing human resources sustainably by involving environmental aspects to maintain the sustainability of nature in company management. Amid the problem of increasing environmental damage due to the production process, GHRMS is needed to minimize this condition. Human Resources Management Syariah (HRMS) aims to utilize, develop, research existing human resources (HR) and natural resources (SDA) so that they can be managed effectively and efficiently. Green Human Resource Management Syariah (GHRMS) is a company policy in sustainable human resource management by involving environmental aspects to maintain the sustainability of nature in company management. As a process to achieve it, careful planning is needed. According to GHRMS theory, green management is essential for many organizations because it ensures sustainable and significant environmental performance through various favorable policies and applications that encourage green behavior (Guerci & Carollo, 2016). This theory is widely used in research to refer to the contribution of HR regulations and policies to the company's environmental goals, improving sustainable environmental performance.

Indonesia has a unique opportunity to focus on climate change, sustainable development, biodiversity, and the green economy. The Green Economy program in the Long and Medium-Term Development Plan aims to promote sustainable economic growth, create jobs, and reduce poverty. Indonesia's commitment to the 2030 Sustainable Development Goals faces challenges such as limited natural resources, which can be addressed through a green economy approach to prevent adverse impacts like environmental pollution, global warming, and social inequality. The principles of sustainable development in Indonesia emphasize the need to balance between economic growth, environmental sustainability, and social well-being for future generations. Implementing a green economy will open up new and potential markets such as the biofuel and renewable energy markets, which can boost economic growth.

The government supports environmentally friendly companies to strengthen international competitiveness and increase exports or domestic sales through this new market. The benefits of this green economy, including advantages for companies, also influence the decisions of creditors and investors considering the company's future and financial risks. Heshmati's (2018) research states that the green economy model is a model of economic growth that focuses on environmental preservation and improves quality. The green economy leads to the development of new technologies and clean industries that support natural capital and reduce environmental risks. Purnomo et al. (2021) also stated that clean industries can prevent environmental disasters and reduce various externalities. The green economy can potentially reduce energy consumption, pollution, and environmental damage in response to crises such as global climate change.

Green HRMS implementation is a policy in human resource management that promotes the importance of the environment and the sustainable use of resources. This certainly requires human resource management (HRM) because humans are the main pillars for maintaining and preserving the environment. HRM can manage businesses with green goals and encourage corporate culture to implement green implementation in the corporate environment (Mehta and Chugan, 2015). The AMO (Ability, Motivation, Opportunity) theory in Sharia Human Resource Management (HRMS) states that the Green HRM process has a role in the implementation of human management, where individual performance is determined by ability, motivation, and opportunity (Ragas et.al 2017).

The implementation of Green HRM aims to promote the use of sustainable resources, strengthen environmental sustainability, and increase employee commitment to protecting the environment (Sharma & Gupta, 2015; Masri & Jaaron, 2017). The implementation of Green HRM will create employees to develop and maintain a green environment so that they make maximum contributions individually. Delmas & Pekovic (2013) stated that when companies implement environmental standards, they strive to have higher workforce productivity. According to Dwyer et.al (2009), integrating corporate goals and environmental strategies into developing corporate strategies can achieve an effective environmental system. The implementation of Green HRM will lead to sustainable

improvement and the company will have long-term performance (Wong et.al 2013).

The implementation of the Green HRM concept requires a strong commitment from top-level management (Fayyazi et.al 2015). Roscoe et.al (2019) stated that HR managers play a vital role in training employees regarding the company's environmental priorities. Therefore, to achieve an environmentally friendly company, employees can periodically use various management strategies effectively and efficiently. The implementation of HRM in implementing the environmentally friendly concept can be done through the recruitment and selection function, namely by including environmental elements in the recruitment carried out by the company, communicating the company's policies on environmental sustainability during the recruitment process, informing that the company will recruit prospective employees who have environmental management competencies (Astuti and Wahyuni, 2018). Arulrajah et.al (2016) stated that the message conveyed during recruitment must include environmental performance. Selection criteria are based on considering each prospective employee who has an interest and concern for the environment and selecting prospective employees who have a concern for environmental management (Astuti and Wahyuni, 2018). Employee development and training must include social and environmental issues (Mehta and Chugan, 2015).

Previous literature shows that green training is a key in improving environmental performance (Vidal-Salazar et.al 2012). Providing green training aims for employees to apply it while working and involve employees in various processes of environmental problem solving activities. The reward system can be designed by providing incentives, encouragement, and reinforcement of pro-environmental behavior and implementation (Susan E et.al 2011). Providing compensation by including green concepts can increase the likelihood of employees implementing it while working so that this will increase commitment to the company. Furthermore, Kim et al, (2019) said that the achievement of current human resource management must focus on saving the environment and social ethics in preserving it. The company's goal, which used to only seek maximum profit by minimizing costs, that savings must start from stakeholders in the company itself (Manolas et.al 2017). One of the

company's efforts to contribute to environmental maintenance is implementing the Green HRMS concept.

The Islamic industry is a breakthrough in the implementation of Green Human Resources. Sharia-based human resource management is based on the principles of justice, trust, responsibility, and kindness. These values ensure ethical and spiritual alignment in the management process and strengthen employee integrity and intrinsic motivation. This research aims to explain the concept of applying Sharia Green Human Resources Management (GHRMS) as a company strategy in the form of efforts to increase productivity and the company's commitment to maintain sustainability, and then quantify it to strengthen the research findings for greater comprehensiveness.

LITERATUR REVIEW

The Role of GHRM and Islamic Spiritual Intelligence in Green Organizational Performance Research by Anwar et al. (2023) found that GHRM practices and Islamic spiritual intelligence significantly increase employee green behavior, improving organizational performance in terms of environmental sustainability. Susanto et al. (2024) showed that green organizational culture mediates the relationship between GHRM and corporate environmental performance in Islamic banks, emphasizing the importance of environmental values in the organization's vision and mission. Ali et al. (2022) developed a framework that combines green intellectual capital and green social identity in Islamic banking, showing that GHRM contributes to employee green behavior and organizational environmental performance.

The idea of Green Human Resource Management relates to the function of Human Resource Management as a key driver in an organization to take green initiatives (Bhutto & Auranzeb, 2016; Charbel José Chiappetta Jabbour & de Sousa Jabbour, 2016). It also relates to creating an environmentally friendly human resource venture that results in greater efficiency, lower costs, better employee engagement and retention which in turn, helps the organization to reduce the carbon impact of employees by such things as electronic document storage, ride sharing, job sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, energy efficient office spaces (Pandey,

Viswanathan, & Kamboj, 2016; Sheopuri & Sheopuri, 2015). It means implementing Human Resource policies to promote sustainable use of resources and the ecology of the company (Mampira, 2013; Zoogah, 2011). Green Human Resource Management Syariah (GHRMS) transformation is an innovative approach to HR performance and function in an organization, where the environmental context is the basis of all initiatives undertaken. Green Human Resource Management Syariah (GRHMS) is the involvement of all activities in the development, implementation and maintenance of a sustainable system that aims to make employees of the organization environmentally friendly (Owino & Kwasira, 2016).

Another definition is also given by (Opatha & Arulrajah, 2016) Green Human Resource Management refers to policies, implementations, and systems that make an organization's employees green for the benefit of individuals, society, the natural environment, and business. In other words, GHRMS is an HR management system that not only supports environmental sustainability but also adheres to Islamic teachings in its implementation, such as encouraging green work behavior based on good intentions (*niyyah*), integrity (*amanah*), and concern for living things and the environment as a form of worship and responsibility of the caliph on earth.

Ridhi Sharma (2015) defines GHRM as the application of HRM to promote the use of sustainable resources, prioritizing environmental preservation in general which will increase employee awareness and commitment to environmental management issues in particular, viewing Green Human Resource Management as an organizational strategy to increase employee environmental awareness. Anwar et al. (2023) found that the implementation of GHRMS and Islamic spirituality were able to encourage organizational commitment to sustainability programs. Ali et al. (2022) in his study stated that green intellectual capital and Islamic social identity play an important role in supporting employees' green behavior.

GHRM is a key tool for implementing sustainable development (Bangwal & Tiwari, 2015; Urbanniak, 2017). Human resource management is key in integrating sustainability strategies into organizations (Kristiyanti et al, 2024). With the hope of developing skills, motivation, values and trust among employees to achieve and maintain the triple bottom line (people, planet, and profit) Human resource management support for

environmental management is commonly referred to as green human resource management (AnuSingh & Shikha, 2015). Specifically, GHRM is described using human resource management policies in supporting the sustainability of resource use in an organization and in driving the benefits of environmental management. The implementation of GHRM is a powerful tool that organizations can leverage in their green HRM operations. Lack of human resources and implementation of sustainable policies will lead to the failure of go green initiatives. Gharibeh (2019) stated that HR is the most important part of a company that can handle all activities together to achieve positive and maximum performance. Renwick (2018), HR-RL is an HR activity that increases positive environmental outcomes' which is developing as one way to help address current ecological priorities. Mwita (2019), the term HR-RL is a term foreign to most people, including experts and academics in the field of HR. This is why only a few scholars define the concept of HR-RL.

Mwita (2019) defines that HR-RL involves environmentally friendly HR policies and implementation that on the one hand will help the company achieve its monetary goals through environmental branding and on the other hand protect the environment from any negative impacts that may arise. Mwita (2019) explains that the concept of HR-RL usually includes the use of less likely documents in all HR functions such as recruitment and selection, training, performance reviews. Mwita (2019) defines HR-RL as the process of utilizing human resources in the workplace to achieve organizational goals with a deliberate effort to ensure that the process contributes to environmental sustainability. It intends to use HR functions, policies, strategies and implementations as mechanisms for environmental management in the workplace.

Mondy & Martocchio (2016) job analysis is a systematic process of determining the skills, tasks, and knowledge needed to perform a job in an organization. Mwita (2019) explains that job analysis involves gathering information about the knowledge, skills and abilities that a person must have to perform a particular job effectively. Barbouletos (2019) stated that job description is one of the outputs of job analysis and design. Green Recruitment & Selection According to Mondy & Martocchio (2016) recruitment is the process of attracting individuals promptly, in sufficient numbers, and with appropriate qualifications to apply for jobs with an

organization. Mwita (2019) green recruitment as a paperless recruitment process with minimal environmental impact.

Mwita (2019) asserts that e-recruitment reduces energy use and pollution associated with manufacturing, transportation, and recycling of paper products. Mondy & Martocchio (2016) selection is the process of choosing from a pool of applicants, the most suitable individuals for a particular position and organization. Mondy & Martocchio (2016), training provides learners in an organization with the knowledge and skills needed for their current jobs. Mondy & Martocchio (2016) describe that T&D activities have the potential to align a company's employees with its corporate strategy. Green Performance Management. Mondy & Martocchio (2016) performance management systems are one of the main focuses in business today.

Based on the description and some supporting literature, the research hypothesis proposed is as follows:

H1a: The principles of GHRM Syariah increase environmental awareness in the organization.

H1b: Training and development based on GHRM Syariah contribute positively to improving employee sustainable competency.

H1c: Performance assessments that implement GHRM Syariah values increase employee involvement in environmentally friendly practices.

H1d: Reward and compensation systems that align with GHRM Syariah encourage sustainable work behavior.

H1e: Employee involvement in the GHRM Syariah program strengthens the organizational culture that supports sustainability.

RESEARCH METHOD

This research uses a quantitative descriptive method with data processing using SEM to strengthen the research findings. The qualitative research results are then quantified with primary data through respondent answers from questionnaires distributed to selected respondents totaling 150. In general, the data sources that researchers use in developing research are several textbooks, articles, journals, and proceedings on a national and international scale as well as websites, electronic news and laws and regulations.

Journal searches are conducted through online media. Based on the results of the literature search, researchers carry out the process of identifying, assessing, and interpreting several data related to the previously determined research theme to meet the research objectives (Kitchenham & Charters, 2007). Data analysis techniques are the process of collecting data systematically to make it easier for researchers to conclude. This study uses interactive data analysis. Miles & Huberman (1992) the qualitative research data analysis process consists of three activity flows; data reduction, data presentation, and drawing conclusions/verification.

RESULTS AND DISCUSSION

Results

Based on the gender of the respondents, there are two groups, namely male respondents and female respondents, totaling 150 respondents, presented in the following table:

Table 1		
Characteristics of Respondents Based on Gender		
Gender	Amount	Percentage
Man	93	60%
Woman	61	40%
Amount	150	100%

Source: primary data, 2025

From table 1 above, it can be seen that of the 150 sampled respondents, 93 or 60% were male respondents, while 61 or 40% of the total number of samples were female respondents.

Outlier Test

The multivariate outliers test in the Structural Equation Modeling analysis of outliers evaluation can be seen in the Mahalanobis distance value at the $p < 0.001$ level. This Mahalanobis distance is evaluated using chi-square at degrees of freedom equal to the number of indicators used in

the study. If the Mahalanobis distance exceeds the chi-square value, it is categorized as a multivariate outlier. The results of the multivariate outliers data processing test are as follows:

Table 2
Multivariate Outliers Test

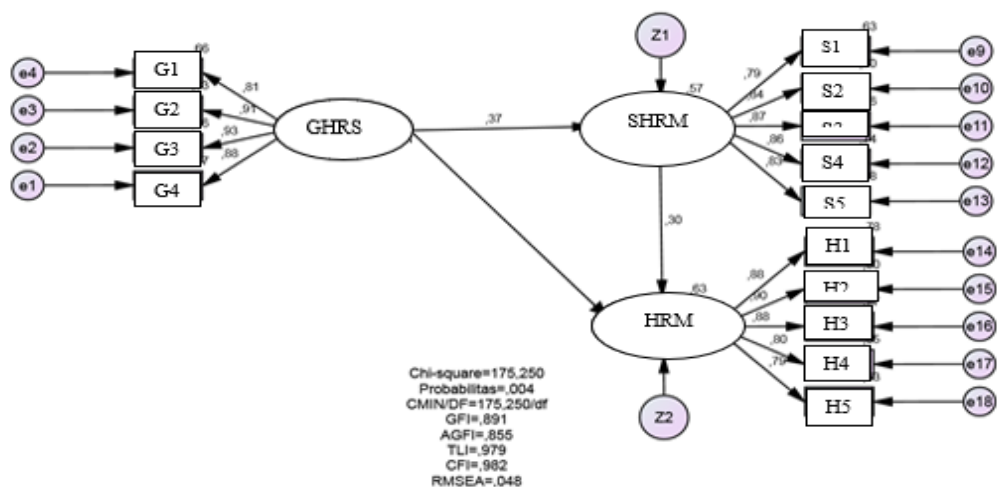
Observation number	Mahalanobis d- squared	p1	p2
32	35,489	,008	,721
81	34,436	,011	,515
150	31,561	,025	,741
...	...	...	...
1	14,969	,664	,722

Source: primary data, 2025

Based on the chi-square value with a degree of freedom of 18 (the number of variable indicators) at a significance level of 0.001, which is 42.312, the Mahalanobis value that exceeds or is above 42.312 identifies the presence of multivariate outliers data. Based on the table above, the highest value is in the 18th observation of 35.485, which is still below 42.312. Based on this description, it can be concluded that there are no multivariate outliers from the data used in this study, so that all observations totaling 150 respondents are not excluded and can be used for analysis purposes.

Full Model Structural Equation Modeling Analysis

Analysis of data processing results at the full SEM model stage is carried out by conducting suitability tests and statistical tests. The results of data processing for complete full SEM model analysis are shown in the following figure:



The model suitability indices used are the same as in confirmatory factor analysis. SEM model testing is intended to see the suitability of the model. The results of the processing carried out are presented in the table below:

Goodness of Fit Index	Cut off Value	Model	Model Evaluation
Chi-Square (df= 102)	Small (<42,312)	1,131	Good
Probability	$\geq 0,05$	0,004	Good
RMSEA	$\leq 0,08$	0,048	Good
GFI	$\geq 0,90$	0,891	Marginal
AGFI	$\geq 0,90$	0,855	Marginal
CMIN/DF	$\leq 2,00$	1,131	Good
TLI	$\geq 0,90$	0,979	Good
CFI	$\geq 0,95$	0,982	Good

Source: primary data, 2025

Chi-square is very sensitive to sample size. The chi-square value in this study was 1.131 with a probability of 0.004. The chi-square result indicates that the null hypothesis stating that the model is the same as the empirical data is accepted, which means the model is fit. The overall measurement of goodness of fit above indicates that several models show good results, so the model proposed in this study can be accepted.

Discussion

The research results explain that, based on the goodness of fit test results, the average value was accepted, meaning that the structurally and overall model was deemed reasonable and acceptable as an analytical model. Human resource management was developed using four indicators, with the highest contribution being punctuality. This proves that all employees work according to the company's established timeframe. HR is regulated by recruitment and selection planning to get people who value to the company. HR also compiles job analysis and descriptions, organizes training and development, and creates performance management. All of these are part of HR functions. However, HR does not only manage internal but also external ones. Following the development of current issues and aligning with HR policies that can be implemented so as not to conflict with the desires of external parties such as attention to the environment. Therefore, according to Raj and Ashutosh (2019) that HR-RL emerged because of the need to integrate environmental management and HR. This means that all current HR activities should not damage the environment but must be able to positively impact on the environment as stated by Renwick (2018).

Recent research has shown that employee behavior makes a 'significant contribution to an organization's environmental performance' (Norton et al., 2017), and others have argued that research into pro-environmental behavior in the workplace has the potential to play an important role with implications for environmental protection because human activities within organizations are a significant cause of ecological degradation (Inoue and Alfaro-Barrantes, 2015). Benefits to organizations from implementing GHRM research initiatives include helping to save the company money through reduced raw material and energy use (Wehrmeyer, 1996), and positive impacts on the external corporate image (Shen et al., 2016).

GHRMS currently exists as a series of environmental HRM processes from staff entry to eventual exit from the work organization (Renwick et al., 2016), supported by Ability-Motivation-Opportunity (AMO) theory (Appelbaum et al., 2000), Rayner and Morgan (2017), all of whom use AMO theory as a theoretical lens to view and explain relevant stakeholder behaviors in GHRM. The advantage of using AMO theory in GHRM research is that it has practical relevance in guiding organizations,

managers and practitioners going forward about workplace GHRM interventions they might consider implementing to help combat climate change. For example, GHRM focuses on using the indirect relationship between organizations adopting pro-GHRM practices to change staff behavior to be more careful when using energy resources, and employees recycling more and engaging in better waste management.

Green HRM transformation is an effort to improve environmental sustainability. Some Green HRM companies are carried out through performance management, training and development, compensation and benefits and organizational culture (Jackson, et al, 2014). Performance management in environmental management provides challenges on how to measure environmental performance standards in various company units, and obtain valuable data for managers on environmental performance.

As mentioned by (Sheopuri & Sheopuri, 2015) environmental criteria are included in employee performance appraisal, so that environmental performance culture can be encouraged in the organization. Performance management in environmental management provides challenges on how to measure environmental performance standards in various company units, and obtain useful data for managers on environmental performance. As mentioned by (Sheopuri & Sheopuri, 2015) environmental criteria are included in employee performance appraisal, so that environmental performance culture can be encouraged in the organization.

Opatha & Arulrajah (2016) stated that the most significant impact on environmental awareness among employees is through environmental training. Arulrajah, Opatha and Nawaratne (2015) discussed the value of green education and employee training in providing the knowledge and skills required for good environmental performance. Employee training and development programs cover social and environmental issues at all levels (Mehta & Chugan, 2015).

Green training and development stands out as one of the most important GHRM implementations required for the success of green management in companies. Environmental training is also considered as one of the main tools for developing human resources. It aims to stimulate people's attention and knowledge towards environmental issues, create favourable attitudes, take a proactive approach in greening initiatives and

build competencies to reduce waste and save energy (Zoogah, 2011). Achieving the greening goals of the organization can be enhanced by rewarding employees for their commitment to environmental implementation.

Global environmental changes change the business strategies carried out by organizations. To achieve this development, companies must strive to create and use a formal environmental management system. Alignment of Human Resource Management with environmental management is called Green Human Resource Management which aims to help companies stimulate environmental performance by increasing employee commitment to the environment (Schuler & Jackson, 2014). Currently, business companies have emphasized the importance of environmental and green management and aligning them with corporate goals and strategies. To achieve the company's environmental goals, GHRM is an essential strategic tool. This can be achieved by attracting and retaining talented green individuals who have special skills and knowledge of Green Human Resource Management (Sudin, 2011). Professional human resources are responsible for getting support from employees to preserve the environment (Sathyapriya et al., 2013).

Many studies concentrate on green management and the implementation of green HRM (Ahmad, 2015; Masri & Jaaron, 2017; Mittal & Sangwan, 2014) and emphasize the relationship between the implementation of Green Human Resource Management such as green recruitment and selection, green training and development, green performance environment, green reward and compensation system and positive performance environment. Experts believe that the implementation of Green Human Resource Management is a very effective tool for developing green human capital that can provide sustainable green performance and green competitive advantage.

Resources management, first, can carry out employee performance management that can encourage them to care more about the environment and apply it in everyday life. Second, training and development facilitated by the organization so that employees are able to understand better with the training accompanied by development carried out by the organization. Third, compensation and benefits for employees to achieve greening goals can be increased by providing awards and compensation as a form of caring for the environment, and fourth, an organizational culture must be

able to support green human resources management activities so that it has become a culture in an organization.

The study results indicate that GHRM Transformation positively impact on the organization's environmental performance and can create competitive advantage. Therefore, the research findings can be generalized to similar companies and organizations in other business sectors. The implementation of GHRM not only results in financial savings for the company, but also increases efficiency, effectiveness, and sustainable performance in environmental aspects. Thus, it can be concluded that GHRM is an important approach in preserving nature and creating an environmentally responsible organization.

CONCLUSION

This study concludes that Sharia Green Human Resource Management (GHRM) represents a significant conceptual transformation of Sustainable Human Resource Management (SHRM) by holistically integrating sustainability, environmental values, and Sharia principles. Sharia GHRM focuses not only on organizational efficiency and environmental sustainability but also emphasizes the moral and spiritual responsibilities of employees, by Islamic values such as *amanah* (trust), *ihsan* (good deeds), and *maslahah* (benefit).

This approach broadens the scope of SHRM by adding a religious ethical dimension that encourages environmentally friendly behavior as part of worship and compliance with Sharia. Sharia GHRM practices such as green recruitment, environmentally-based training, and incentive systems that support sustainable behavior have been proven to foster an organizational culture that is socially, spiritually, and ecologically responsible.

This transformation demonstrates that Sharia GHRM has the potential to become a new paradigm in human resource management in Muslim organizations, particularly in an era of environmental crisis and the degradation of human values. Therefore, integrating Sharia principles into GHRM is a significant contribution to developing a sustainable, contextual, and relevant HRM model that meets the needs of the times.

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