
Implementation of Green Human Resource Management Towards Green Employee Behavior Mediated by Top Management Commitment in Higher Education

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Abstract:

This study explores the rising importance of Green Employee Behavior (GEB) within organizations, particularly in higher education institutions, as environmental concerns continue to escalate. Companies are increasingly adopting Green Human Resource Management (GHRM) to align employee behaviors with environmental sustainability goals, which enhances the company's reputation. However, research on GEB in higher education remains limited. Using a quantitative research method and data analysis through Structural Equation Modeling (SEM) with SmartPLS software, this study gathered primary data through questionnaires distributed to universities, such as Nurtanio University Bandung, Jenderal Achmad Yani University, and Maranatha Christian University, with a focus on lecturers holding structural roles. The sample included 51 respondents, obtained via convenience sampling, with data collected through Google Forms shared on WhatsApp groups and personal chats. The study examined the direct impact of GHRM on GEB and explored the mediating role of Top Management Commitment. The results revealed that GHRM has a significant direct influence on GEB within higher education institutions. However, Top Management Commitment was not found to have a direct influence on GEB nor did it mediate the relationship between GHRM and GEB. This study contributes to raising awareness among academics about the importance of practicing GEB and addresses the gap in research on environmental sustainability practices in higher education.

Keywords: *Green Human Resource Management, Green Employee Behavior, Top Management Commitment*

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1. Introduction

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Environmental issues have been developing in recent decades. Companies need to map environmental issues into organizational goals. Companies are gradually starting to practice Green Employee Behavior. By doing this, the reputation and value of the company or institution will increase. (Sabarudin, 2024)

In recent years, starting from manufacturing, Green Employee Behavior and Green Human Resource Management have been implemented (Marditama, Yuzliza, & Purnomo, 2024) ; (Yuzliza, 2022) ; (Purnomo, 2021) . Institutions operating in the Higher Education environment also practice Green Employee Behavior in the workplace. This creates a positive image of becoming a "Go Green University". Green Employee Behavior or environmentally friendly employee behavior is an individual's environmentally friendly behavior (Zacher, Rudolph, & Katz, 2023) .

(Anwar, Jati, Yuliana, Ramdani, & Alpriansah, 2024) explains that environmentally friendly behavior in the workplace involves employees taking mandatory and voluntary actions to protect and preserve the environment. This involves efforts to reduce negative impacts and make positive contributions to the environment. Employee environmentally friendly behavior can be divided into two categories: voluntary behavior and mandatory behavior.

In the study (Dumont, Shen, & Deng, 2016) showed that Employee Green Behavior in China is influenced by Green Human Resource Management. In another study by Fawehinmi et al. (2020) in (Krisnawati & Amalia, 2023) showed that the green behavior of Malaysian academic staff is influenced by Green Human Resource Management through increasing their environmental knowledge.

Organizations that implement green business concepts such as Green Human Resource Management (GHRM) will achieve greater financial savings that result in profits. Green business such as GHRM can help organizations to improve company performance (Isrososiawan, Rahayu, & Wibowo, 2021) . Green Human Resource Management (HRM) or Green HRM involves integrating environmental awareness across HRM functions, including recruitment, training, rewards, and coaching workforce development that embraces and prioritizes environmentally friendly values, practices, and initiatives. There have been many

previous studies in manufacturing, service, mining, and hospital companies. Furthermore, the need to advocate the importance of human resources in environmental sustainability has emphasized the importance of environmentally responsible employee behavior as critical to implementing effective environmental work policies. The adoption of environmentally conscious behavior by employees is increasingly important for organizations in all sectors, including higher education, as studied (Rayner & Morgan, 2018) .

Research in the Higher Education environment itself is still limited (Aboramadan, 2022) ; (Fawehinmi, Yusliza, Muhammad, & Saputra, 2021) , that is one of the reasons researchers took the subject. There is research on Green Employee Behavior in the hospital environment (Gultom & Riyanto, 2020) ; (Das & Dash, 2022) . Manufacturing sector (Purnomo, 2021) . In motivating employee Green Employee Behavior, Green Human Resource Management (GHRM) practices are considered as one of the important HR strategies to increase awareness to practice environmental concern. GHRM actions include green recruitment, training, awards, and green performance assessments (Aboramadan, 2022) . In previous research (Fawehinmi, Yusliza, Mohamad, Noor Faedah, & Muhammad, 2020) found that GHRM was able to improve the Green Employee Behavior of academics. It is important for academics to be able to improve GHRM literacy in universities, and develop extra role behavior, and be adaptive in caring for the environment. Problems that often occur are the use of electrical energy for computers, laptops, and air conditioners. Furthermore, several universities have not been able to free themselves from paper waste (still hard copy/print) which can pollute the environment if piled up and disposed of/destroyed in the wrong way. This study shows that there are initiatives to participate in saving the environment, but there is a lack of information and knowledge about Green Employee Behavior.

Another action is that academics also still view environmental sustainability as unimportant due to limited information and knowledge. The role of Top Management Commitment is able to provide information and knowledge regarding Green Employee Behavior. Top management has great competence to implement and has the initiative to care about the environment. When top management realizes the benefits, they will be motivated to commit to environmental sustainability. Top

management commitment has a direct impact on how organizations respond to environmental issues and formulate strategies. Top management commitment has been shown to influence Green Employee Behavior and reduce negative impacts on the environment (Memon, Rasli, Dahri, & Hermilinda Abas, 2022) . This study is expected to be able to provide several contributions: First, it is able to raise awareness among academics (lecturers, education staff, and students) to practice Green Employee Behavior. Second: this research is still rarely conducted in the Higher Education environment. Third: this study is able to improve the quality of life to understand the influence of Green Human Resource Management on Green Employees

2. Theoretical Background

Green Human Resource Management

The definition of Green Human Resource Management reflects HRM in environmental management, which emphasizes the role of HRM in preventing and controlling pollution and environmental protection in corporate operations (Tang, Chen, Jiang, Paillé, & Jia, 2018) .

Basically, GHRM consists of two key elements, namely knowledge capital protection and environmentally friendly human resource practices (Yusliza, 2022) .

Arulrajah, et al (2015) stated that Green HRM is a workforce management system that is implemented to reduce negative impacts on the environment or increase positive environmental impacts on company performance in a sustainable manner (Purnomo, 2021) .

Green HRM is a concept of integrating environmental concerns into all policies and activities aimed at greening the company so that it benefits society, the organization, the natural environment and the employees themselves. From the positive impact of green HRM, the company needs to conduct socialization and training. In addition to training, other GHRM practices aimed at improving the organizational environment, management systems include green recruitment and selection, green compensation and green performance appraisal. In an effort to encourage employees to demonstrate environmental behavior and sustainable development, it is very important to adopt a green performance management approach. Green compensation on the other hand allows for

a reward system for employees who demonstrate environmentally friendly behavior and are involved in environmentally friendly activities in the organization (Purnomo, 2022) .

Green Human Resource Management indicators are institutions are able to set environmentally friendly goals; Institutions are able to provide environmentally friendly training; Institutions consider environmentally friendly behavior; Institutions link environmentally friendly behavior with awards; Institutions are also able to consider environmentally friendly behavior for promotion.

Top Management Commitment

Organizational Commitment includes time, to improve the quality and substance of the organization. Leaders involve themselves to support the success of the organization.

Top management is shown by a feeling of involvement to remain in the organization (Tanuwijaya, Tarigan, & Siagian, 2021)

In its development, the term Top Management Green Commitment emerged: An organization's commitment to implementing environmentally friendly work processes must start with top management commitment. Top management has an important role in responding and considering the use of existing resources to achieve its strategic goals. (Chawewong & Naipinit, 2023). In addition, (El-Kassar & Singh, 2019) found that top management commitment is recommended to make transformation efforts, support employee actions, and convey environmental information which are important mechanisms for sustainability. Top Management will also find the possibility of gaining long-term benefits, and be better known to the market for developing CSR programs. This will help the organization achieve its goals faster (Haldorai, Kim, & Garcia, 2022).

Top Management Commitment provides strategic direction to improve Green Performance. Top management is responsible for identifying and defining strategies to be implemented and communicated effectively throughout the organization. The presence of Top Management Commitment enables businesses to implement their green efforts. This can happen because top management can enforce the organization,

including employment practices, and follow policies that are aligned with the company's goals and objectives.

Top Management Commitment plays an important role in implementing Green Performance, because they allocate resources and make the decisions necessary to influence change within the company (Hossain, Heng, Lee, Ong, & Islam, 2022).

Top Management Commitment indicators include: The ability of institutions to formulate effective information sharing strategies; Institutions are able to reveal the flow of environmentally friendly practices that can provide benefits; Able to reveal environmentally friendly practices can create competitive advantages; Able to articulate a vision for collaborative environmentally friendly practices; and are also able to set metrics to monitor the success of environmentally friendly practices (Memon et al., 2022) .

Green Employee Behavior

Green Employee Behavior (GEB) is one of the main strategies used by organizations to improve environmental performance and meet sustainability goals. This behavior is characterized by actions taken by employees that have a positive impact on the environment. These actions can include water conservation, efficient use of resources, waste reduction, energy conservation, and recycling (Chaudhary, 2020).

Employee green behavior refers to various actions and behaviors that employees engage in, which either support or undermine environmental sustainability. It includes actions such as conserving energy (e.g., turning off lights when leaving the office), using resources efficiently (e.g., opting for video, zoom or g meet), reducing waste (e.g., using soft files instead of hard files), recycling (e.g., using used paper), and conserving water (e.g., reporting leaks in the restroom) (Saleem, Qadeer, Mahmood, Ariza-Montes, & Han, 2020) .

Green Employee Behavior Indicator: Recycling actions repeat plastic ; Ensure that the air conditioner is turned off when not in the room; Employees are able to avoid activitiesdo printing / print And photocopy ; Turn off the computer or laptop when it is not needed for activities; and also turn off light when leave the roomor go home

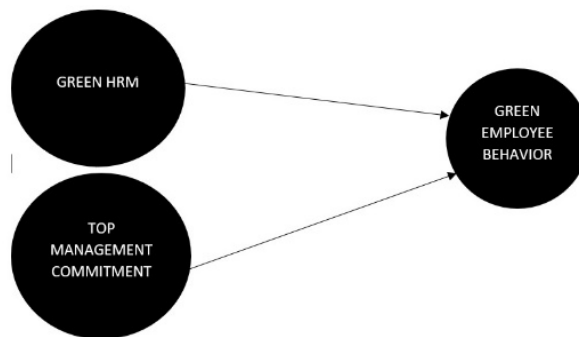


Figure 1. Research Model

GHRM practices implicitly support environmental goals in the higher education sector by promoting Green Employee Behavior among employees. This suggests that sustainable, environmentally conscious behavior is more effective than reinforcing specific actions. This study emphasizes the role of GHRM in fostering environmentally responsible behavior among university employees, aligning higher education institutions with environmental goals.

(Dumont et al., 2016) stated that GHRM practices significantly influence environmentally friendly behavior. Another study conducted (Saeed et al., 2019) stated that there is a direct influence of GHRM on employee behavior.

From several studies, the following hypotheses can be drawn:

H₁ : There is a direct influence of Green Human Resource Management on Green Employee Behavior.

Leadership is also expected to set an example by demonstrating environmentally responsible behavior, encouraging employees to adopt similar practices. Recognizing and rewarding employees for their green initiatives is essential to fostering these values and motivating continued participation in sustainable practices (Fawehinmi et al., 2021) .

Employees who are inspired by leaders on the environment will be more likely to show concern for the environment, which will ultimately have a positive impact on influencing employees to engage in green behavior. (Trimono & Nawangsari, 2019)

Top Management Commitment that has environmental awareness and high responsibility for the environment will have an influence on Green Employee Behavior.

From several descriptions, a hypothesis can be made:

H₂ : There is a direct influence of Top Management Commitment on Green Employee Behavior

The role of leaders is important to create Green Employee Behavior. Therefore, this study tries to prove one mediation hypothesis, namely:

H₃ : Top Management Commitment is able to mediate Green Human Resource Management towards Green Employee Behavior.

3. Methodology

Research Method with a quantitative approach with Data Analysis Technique using the SEM (Structural Equation Model) approach with SmartPLS software. Data Collection Method: Primary Data by distributing questionnaires to several Universities, namely Nurtanio University Bandung, Jenderal Achmad Yani University, and Maranatha Christian University. The population in this study is Universities with research subjects (lecturers who have additional duties as structural). The sample in this study were several Universities that gave permission to be studied, and 51 respondents were obtained. The research started from the end of July 2024 to early September 2024.

Sample Collection Technique with convenience sampling technique. Primary data was obtained by distributing google form links through Whatsapp groups, and also through personal chats to target samples. In this study, 3 (three) variables were used, namely Green Human Resource Management as an independent variable, Green Employee Behavior as a dependent variable and Top Management Commitment as an intervening variable.

4. Empirical Findings/Result

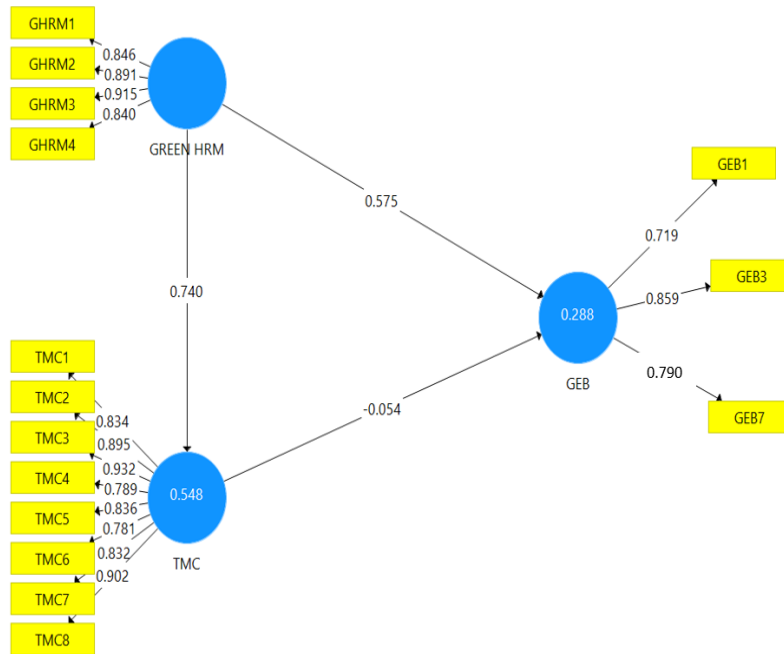


Figure 2. Result
Table 1. Outer Loading Test

	EMPLOYEE BEHAVIOR	GREEN HRM	TOP MANAGEMENT COMMITMENT
EGB1	0.719		
EGB3	0.859		
EGB7	0.790		
GHRM1		0.846	
GHRM2		0.891	
GHRM3		0.915	
GHRM4		0.840	
TMC1			0.834
TMC2			0.895
TMC3			0.932
TMC4			0.789
TMC5			0.836
TMC6			0.781
TMC7			0.832
TMC8			0.902

Goodness of Fit Evaluation

1. Convergent Validity Convergent validity measures the magnitude of the correlation between the construct and the latent variable. In the evaluation of convergent validity from the examination of individual item reliability, it can be seen from the standardized loading factor. The standardized loading factor describes the magnitude of the correlation between each measurement item (indicator) and its construct. The correlation can be said to be valid if it has a value >0.7 . From the test, Table 1 shows the results of the factor analysis test, with a minimum requirement of 0.70 (Irwan & Adam, 2020) .

The test results prove that all items have a value > 0.70 . The Employee Green Behavior variable ranges from 0.719 - 0.859, with 3 statement indicators remaining from a total of 8 indicators. 5 statement indicators were eliminated because they had a value < 0.70 .

The Green Human Resource Management variable with 4 statement indicators is all feasible because it ranges between 0.840 – 0.915.

The Top Management Commitment variable with 8 statement indicators is all feasible because it has a value > 0.70 , which is between 0.789 - 0.932.

2. Average Variance Extracted (AVE); used to determine whether the discriminant validity requirements have been achieved. The value is stated as feasible when it has an AVE value > 0.50

The following are the AVE results in table 2.

Table 2. Results of Average Variance Extracted (AVE)

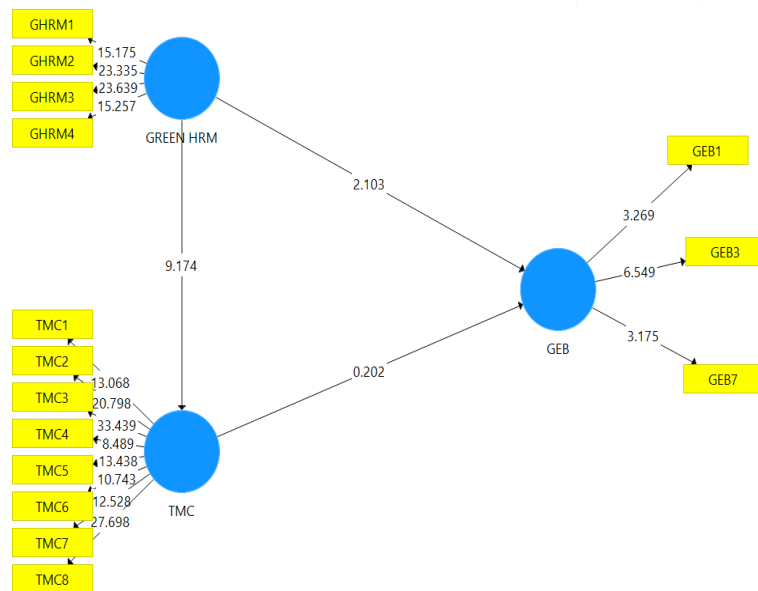
	Average Variance Extracted (AVE)
EMPLOYEE GREEN BEHAVIOR	0.577
GREEN HRM	0.763
TOP MANAGEMENT COMMITMENT	0.725

3. Construct Reliability; measures the reliability of the latent variable construct. The value is considered reliable if it has a Cronbach Alpha > 0.80 , in the high category or > 0.60 (if exploratory / new research). said to be quite reliable (Irwan & Adam, 2020) .

The following reliability results are in table 3.

Table 3. Reliability Test Results

		Cronbach's Alpha	Composite Reliability
EMPLOYEE BEHAVIOR	GREEN	0.635	0.802
GREEN HRM		0.896	0.928
TOP MANAGEMENT COMMITMENT		0.945	0.955

**Figure 3. Result****Table 4. Hypothesis Test Results**

	T Statistics	P Values	Conclusion
GREEN HRM -> GREEN EMPLOYEE BEHAVIOR	2,103	0.036	Hypothesis Accepted
GREEN HRM -> TOP MANAGEMENT COMMITMENT	9,174	0,000	Hypothesis Accepted
TOP MANAGEMENT COMMITMENT -> GREEN EMPLOYEE BEHAVIOR	0.202	0.840	Hypothesis Rejected
GREEN HRM -> TOP MANAGEMENT COMMITMENT -> GREEN EMPLOYEE BEHAVIOR	0.186	0.853	Hypothesis Rejected

5. Discussion

The results of table 4 state that the First Hypothesis is accepted, meaning that there is a direct influence of Green Human Resource Management on Green Employee Behavior.

This supports the research conducted by (Dumont et al., 2016) and (Saeed et al., 2019) which states that there is a direct influence of Green Human Resource Management on Green Employee Behavior.

In this study, it can be proven because all Green Human Resource Management indicators are proven to be good and high, ranging from an average of 3.41 to 3.92 from 4 statement indicators. Indicators that are still lacking or still need to be improved are indicators that institutions or universities need to recruit lecturers or leaders who have knowledge of the environment. This is still considered reasonable, because not all members feel fully aware of caring for the environment. In the future, socialization can be carried out for better organizational sustainability.

The Second Hypothesis is rejected, from the results of the significant test it has a value of $0.840 > 0.05$, which means that there is no direct influence of Top Management Commitment on Green Employee Behavior.

The results of this study contradict (Trimono & Nawangsari, 2019) which states that there is a direct influence of Top Management Commitment on Green Employee Behavior.

In this study, there is no direct influence of Top Management Commitment on Green Employee Behavior, which can be caused by the lack of management support and socialization of environmental issues during meetings. It requires awareness from each individual. Environmentally friendly practices are still just discourse, opinions and plans. Members have not been able to fully realize them or the support from top management has not been maximized.

The third hypothesis also has a significant value of $0.853 > 0.05$, which indicates that Top Management Commitment has not been able to

mediate Green Human Resource Management towards Green Employee Behavior.

This happens because statistically there is no direct influence between Top Management Commitment and Green Employee Behavior, so the indirect influence is also not proven.

6. Conclusions

There is a direct influence of Green Human Resource Management (GHRM) on Green Employee Behavior (GEB) within the higher education environment. However, the variable of Top Management Commitment (TMC) did not demonstrate a direct influence on GEB. Furthermore, this study found that TMC did not mediate the relationship between GHRM and GEB in the higher education context.

To enhance the effectiveness of GHRM and foster GEB, the following recommendations for Top Management are proposed:

1. Ongoing Communication: Top Management should consistently socialize and communicate about environmental issues during every opportunity, such as meetings and Family Gathering events.
2. Implementation of Eco-Friendly Actions: It is essential for Top Management to implement environmentally friendly initiatives actively, rather than merely discussing them or offering opinions and appeals.
3. Recognition and Rewards: Top Management should provide recognition and awards to members who effectively and optimally engage in environmentally friendly practices.
4. Performance Assessment in Recruitment: When recruiting new lecturers, Top Management should incorporate a performance assessment focused on environmental concerns.

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from 3 Universities published, because with their permission, we were able to get respondents

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