

Increasing the Organizational Green Performance through Green HRM Practices and Islamic Spiritual Intelligence

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Abstrak: Studi ini bertujuan untuk melakukan kajian empiris mengenai strategi peningkatan organizational green performance melalui green HRM dan Islamic spiritual intelligence. Studi ini dilakukan kepada 144 pekerja Small and Medium Enterprises (SMEs) di Nusa Tenggara Barat. Studi ini menggunakan pendekatan survei, kemudian data diuji dengan pendekatan structural equation model (SEM) yang spesifik pada alat analisis partial least square (PLS). Penelitian ini pada akhirnya mengkonfirmasi green HRM dan Islamic spiritual intelligence berpengaruh positif dan signifikan terhadap employee green behavior. Selain itu, employee green behaviour juga ditemukan berpengaruh langsung secara positif dan signifikan terhadap organizational green performance, dan menjadi pemediasi pada pengaruh green HRM dan Islamic spiritual intelligence terhadap organizational green performance. Studi ini menghadirkan sejumlah keaslian yang memberikan keunikan daripada studi-studi sebelumnya yang relevan, pertama, studi ini fokus pada kajian mengenai peran domain individu yang spesifik pada Islamic spiritual intelligence pada perilaku ramah lingkungan karyawan, mayoritas studi di Indonesia lebih banyak melibatkan domain individu yang spesifik pada kepribadian untuk menjelaskan fenomena perilaku dan kinerja ramah lingkungan. Kedua, studi ini fokus pada implementasi teori dasar person-environment fit theory dalam menjelaskan peran Islamic spiritual intelligence dan praktik green HRM pada peningkatan perilaku dan kinerja ramah lingkungan, beberapa peneliti dan akademisi di Indonesia masih relatif jarang mengeksplorasi peran teori dasar yang mapan dalam bidang manajemen sumber daya manusia dan organisasi untuk menjelaskan fenomena kinerja ramah lingkungan organisasi. Temuan pada studi ini dapat memberikan sejumlah kontribusi positif dalam pengembangan teori ramah lingkungan di bidang SDM, dan dapat diimplementasikan sebagai strategi dalam praktik peningkatan kinerja ramah lingkungan organisasi.

Kata Kunci: Organizational Green Performance, Green HRM, Islamic Spiritual Intelligence, Employee Green Behavior.

Abstract: *This study aims to conduct an empirical study regarding strategies for increasing organizational green performance through green HRM and Islamic spiritual intelligence. This study was conducted on 144 Small and Medium Enterprises (SMEs) workers in West Nusa Tenggara. This research uses a survey approach, then the data is tested using a specific structural equation modeling (SEM) approach using the partial Least Square (PLS) analysis tool. This research confirms that green HRM and Islamic spiritual intelligence have a positive and significant effect on employees' green behavior. Apart from that, employees' green behavior also has a direct positive and significant effect on organizational green performance and mediates the influence of green HRM and Islamic spiritual intelligence on organizational green performance. This study presents a number of originalities that provide uniqueness compared to previous relevant studies, first, this study focuses on studying the role of individual domains specific to Islamic spiritual intelligence on employee green behavior, most studies in Indonesia involve more individual domains. specific to personality to explain the phenomenon of green behavior and performance. Second, this study focuses on implementing the basic theory of person-environment fit theory in explaining the role of Islamic spiritual intelligence and green HRM practices in improving green behavior and performance. Several researchers and academics in Indonesia still relatively rarely explore the role of established basic theories in the field of human resources management and organizations to explain the phenomenon of organizational green performance. The findings in this research can provide several positive contributions to the development of green theory in the HR field and can be implemented as a strategy for improving the performance of green organizations.*

Keywords: Organizational Green Performance, Green HRM, Islamic Spiritual Intelligence, Employee Green Behavior.



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INTRODUCTION

Green performance has recently become a major focus for many business organizations around the world. Green performance is the main indicator in assessing the sustainability of an organization's business in the future (Amjad et al., 2021). It cannot be denied that many countries have implemented strict regulations regarding organizational business processes that emphasize green business activities. Sustainable business organizations must of course be able to achieve green performance. However, it should be noted that green performance can only be achieved by organizations through human resource practices and human resource behavior that are oriented towards environmentally friendly business activities. This is in line with statements made by several experts in several relevant previous studies (Fawehinmi et al., 2020; Saeed et al., 2019; Tang et al., 2018). They revealed that green HR practices and green HR behavior play an important role in achieving the organization's green goals (Fawehinmi et al., 2020).

Several experts describe environmentally friendly human resource management (green HRM) practices as the use of HR policies, philosophies, and practices aimed at encouraging the sustainable use of business resources and preventing all adverse impacts arising from environmental problems in organizations (Ahmad, 2015; Zoogah, 2011). In addition, several recent studies reveal that effective green HRM can encourage the formation of employee green behavior (Al-Ghazali & Afsar, 2020; Chaudhary, 2020; He et al., 2021). The same statement was also conveyed by Hameed et al., (2020) in their writing, that green HRM practices can increase employee awareness, motivation, and involvement in environmentally friendly activities (green activity). When employees are involved in implementing environmentally friendly initiatives (green initiatives) and they are given environmentally friendly training (green training), this can of course have the potential to increase employees' knowledge, skills, and abilities and make them psychologically ready to engage in green behavior (Chaudhary, 2020). This condition can certainly be interpreted as a form of organizational commitment to align their business activities with current global environmental conditions as a form of effort to stem and manage the impact of climate change that is currently occurring.

Peng et al., (2020) define employee green behavior as a series of employee behaviors in the workplace that contribute to environmental sustainability. Considering that this behavior is relevant to the organization's sustainable development, this topic is increasingly attracting the attention and interest of practitioners and academics for in-depth and comprehensive studies. Employee green behavior is described as employee actions that consciously aim to stem or minimize the negative impact of their behavior on the environment (Blok et al., 2015; Fawehinmi et al., 2020). Norton et al., (2017) revealed that employee green behavior includes activities such as turning off the lights when leaving the office (saving energy), using teleconference facilities instead of traveling to conventional meetings (using resources efficiently), editing documents electronically instead of printing them (avoiding waste), printing drafts on waste paper (recycling), and reporting leaks in the bathroom. Green behavior in several studies has been reported to have a significant impact on an organizational green performance (Al-Swidi et al., 2021; Kim et al., 2019). This can of course be achieved because all forms of green activities carried out by employees will have a direct impact on the company's business contribution to the environment.

It should be noted that green behavior is not only formed through the implementation of green human resource management practices but employee green behavior is also believed to be inseparable from the role of individual aspects. As explained by Safari et al., (2018), knowledge and awareness as well as individual attitudes towards the environment are part of the antecedents of individual green behavior. Soomro et al., (2021) in an article, they also found the role of individual personality in encouraging the formation of green behavior. These several statements are proof that individual aspects can be used as material for study by researchers and academics in the field of HR management to understand and analyze comprehensively and in depth the triggers for employee green behavior.

The individual aspect referred to in this context will lead to Islamic spiritual intelligence. Islamic spiritual intelligence is said by experts to be an inseparable part of every individual (Anwar et al., 2020). Islamic spiritual intelligence is essentially explained as an individual's internal strength to



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be able to carry out commands and stay away from all the prohibitions of Allah SWT (Anwar et al., 2022). Individuals with a good level of Islamic spiritual intelligence can certainly maintain relationships with the Almighty Creator and humans and the environment around them (Anwar et al., 2022; Baharuddin & Ismail, 2015b). In other words, in this study, aspects of Islamic spiritual intelligence will build and strengthen individual awareness to always preserve the environment, because the environment is part of Allah SWT's creation which must be protected and maintained to balance human life on earth. Therefore, Islamic spiritual intelligence is believed to have a significant effect in forming employee green behavior which will then lead to the achievement of organizational green performance.

As explained by Safari et al., (2018), employees green behavior is formed from their environmental knowledge and awareness. So it is certain that aspects of Islamic spiritual intelligence have an important role in building and strengthening individual knowledge and awareness of environmental sustainability (Baharuddin & Ismail, 2015a). When this knowledge and awareness are formed, they will certainly lead individuals to model green behavior. Employee green behavior plays an important role in achieving green performance of business organizations (Zacher et al., 2023). This can be achieved because the environmentally friendly behavior model (green behavior) is more oriented towards efficient use of the organization's internal resources and reducing and avoiding the use of materials and equipment that can have a negative impact on the environment (Norton et al., 2017). Therefore, according to experts, this behavioral model directly impacts the effectiveness of the green goals that have been set by the organization, which in turn leads to achieving environmental performance (Chaudhary, 2020).

Regarding the role of employee green behavior in achieving green performance, the organization must have a strong theoretical foundation referring to an established and relevant basic theory. Of the several studies that have been successfully mapped, very few of them explain the interaction between the two from an established basic theoretical perspective, especially those that are relevant in the field of human resource management (HRM). For this reason, the current study uses the basic theory of "person-environment fit" to explain the influence of employee green behavior on an organizational green performance. Person-environment fit is a basic theory commonly used by researchers and academics in the field of human resource management (HR) to explain various business phenomena related to individual and organizational relationships (Caplan & Harrison, 1993; Su et al., 2015).

Person-environment fit theory views that individuals can influence their environment, and the environment will also influence the individual (Rounds & Tracey, 2014). In addition, in the person-environment fit theory perspective, human behavior can be formed due to the needs and pressures of their relevant environment (Caplan & Harrison, 1993). This condition is in line with Miller's (1962) explanation that individual behavior can be triggered by organizational factors, individual character, and norms that apply in society. In this context, green HRM practices are considered to represent the organization because they are identical to policies prepared and designed at the organizational level. Meanwhile, aspects of Islamic spiritual intelligence are said to be identical to aspects of the individual's own personality. According to Miller (1962), these two aspects will encourage the formation of employee green behavior. When this suitability can be achieved effectively it will have an impact on employee performance achievement (Caplan & Harrison, 1993).

There are several novelties that this study will present referring to a number of gaps found in several previous studies, including; Firstly, a number of researchers and academics in Indonesia still relatively rarely conduct empirical studies regarding the role of personality domains specific to Islamic spiritual intelligence and green HRM practices on employee green behavior and organizational green performance. The majority of researchers and academics in Indonesia study more the role of aspects organizations such as green HRM practices towards green behavior (for example; Adriana et al., 2020; Khairunnisak & Suharnomo, 2022; Muafi & Roostika, 2022) and organizational green performance (for example; Dian et al., 2022; Hadjri et al. , 2019). Second, HR researchers and academics in Indonesia still relatively rarely carry out comprehensive and in-depth studies regarding the role of the domain of Islamic spiritual intelligence and green HRM practices on green behavior and performance through the perspective of established basic theories in the field of HRM science such as person-environment fit theory, the majority of which are of them only focus on explaining the



role of certain personality domains on green behavior (for example; Fitriana et al., 2019; Siregar et al., 2022) and green performance (for example: Ababneh, 2021; Al-Swidi et al., 2021; Gill et al., 2021) through basic theoretical perspectives such as person-organization fit theory (Ababneh, 2021), resource based theory (Ren et al., 2020), social identity theory (Chaudhary, 2020), and ability-motivation-opportunity theory (Gill et al., 2021).

RESEARCH HYPOTHESIS

Islamic Spiritual Intelligence on Employee Green Behaviour

Islamic Spiritual Intelligence on Employee Green Behaviour Islamic spiritual intelligence is explained as an individual's internal strength to have a clean heart and soul (Baharuddin & Ramli, 2016). A clean heart and soul will certainly keep a person away from all forms of actions that could invite Allah's wrath (Anwar et al., 2020). A person with Islamic spiritual intelligence has the ability to maintain good relationships with Allah, fellow humans, and the environment (Akhtar et al., 2018). Apart from that, someone with strong Islamic spiritual intelligence also tends to have a high awareness of everything related to their relationship with God, humans, and the environment (Anwar et al., 2022; Hanefar et al., 2016; Rahman & Shah, 2015).

Regarding organizational policies to take an active role in minimizing the extreme impacts of global environmental change, organizations certainly require the direct involvement of the people within them (Umrani et al., 2020). For this reason, it is necessary to build knowledge and awareness among people or members of organizations regarding the negative impacts of climate change and the importance of preserving the environment for the survival of all living things on Earth.

Starting from the essence of Islamic spiritual intelligence as stated by Baharuddin & Ismail (2015a) regarding a person's ability to always maintain a good relationship with the environment, Islamic spiritual intelligence has the opportunity to have a significant role in building individual knowledge and awareness about the environment (Ghafory-Ashtiany, 2009). Any form of environmental damage that can be caused as a result of individual behavior will certainly be a violation and will invite God's wrath (Foster, 2020). This condition represents the individual's inability to maintain a relationship with the environment as confirmed by Allah SWT in the Al-Quran and Hadith. A person with good Islamic spiritual intelligence will certainly avoid all forms of behavior that could cause damage to themselves and the environment (Anwar et al., 2020). In an organizational context, this behavior will be realized by recycling paper, double-sided printing, saving electricity, using energy-saving equipment, and avoiding waste (Malsha et al., 2020; Norton et al., 2017). This condition will of course lead to behavior that is known as individual green behavior (Norton et al., 2017).

Going deeper into the role of Islamic spiritual intelligence in the formation of green behavior, the person-environment fit theory perspective views Islamic spiritual intelligence as being positioned as a personality domain that will then influence a person's behavior. This statement is in line with what Baharuddin & Ismail (2015b) said that Islamic spiritual intelligence is included in the personal domain. Su et al., (2015) through their writing on "person-environment fit" revealed that personality type will determine certain types of behavior, and personality is also a determining factor in achieving fit. When suitability can be achieved effectively between people and the environment (person-environment fit), then the organization's goals will be achieved well (Caplan & Harrison, 1993).

Several studies have confirmed that spiritual intelligence leads a person to behavior that can bring benefits to himself and others, including the surrounding environment (Anwar et al., 2020; Baharuddin & Ismail, 2015b). Apart from that, in several relevant studies it is explained that the personality domain has a significant influence on green behavior (Fitriana et al., 2019; Yu & Yu, 2017), the personality domain in question includes Islamic spiritual intelligence (Baharuddin & Ismail, 2015b). In line with these findings, Taylor (2016) revealed that the personality domain, including spiritual intelligence, plays an important role in shaping individual green behavior.



Departing from several assumptions and empirical findings, the following alternative hypothesis can be proposed:

Hypothesis 1: Islamic spiritual intelligence has a positive impact on employee green behavior.

Green HRM on Employee Green Behaviour

Starting from the need to encourage green behavior by creating awareness, training, opportunities, and motivation to intervene and encourage the creation of wiser behavior (Fawehinmi et al., 2020). Blok et al., (2015) showed that employee perceptions of organizational support for the environment play an important role in triggering employee green behavior. This support can take the form of green policies, green training, environmental performance-based assessments, encouraging employee involvement, and so on (Amrutha & Geetha, 2021; Fawehinmi et al., 2020). These various forms of support can be said to be part of a practice known as green human resource management (Chaudhary, 2020). A previous study showed that employees who are trained, motivated, and involved tend to engage in behavior that supports environmental sustainability in an organization (Shen et al., 2016).

Going deeper into the role of green HRM practices on employee green behavior, person-environment fit views green HRM practices as a work environment domain that determines the behavior of the people in it. This condition was emphasized by Su et al., (2015) that the environmental domain will guide a person to make behavioral adjustments. When an organization signals support for environmental sustainability through implementing green recruitment and selection, green training, green performance management, green pay and rewards, and green involvement and participation (Tang et al., 2018), psychologically employees will tend to understand what is expected from them, and what benefits they can obtain from these practices, which will further increase their awareness and motivation to display employee green behavior that supports environmental sustainability initiatives (Fawehinmi et al., 2020; Saeed et al., 2019).

In other words, green human resource management practices build a means for employees to feel organizational support referring to green values, commitment, training, performance management, encouragement rewards, and recognition as well as asking for employee feedback about how green human resource management and environmental knowledge are carried out making the environmental management process better (Fawehinmi et al., 2020). So this can potentially trigger employee green behavior towards the environment where they work. Several studies have shown that green human resource management has a significant influence on employee green behavior (Dumont et al., 2016; Kim et al., 2019; Saeed et al., 2019). Starting from assumptions and a number of relevant empirical findings, an alternative hypothesis can be proposed as follows:

Hypothesis 2: Green human resource management has a positive impact on employee green behavior.

Employee Green Behaviour on Organizational Green Performance

Ones & Dilchert (2012) indicate that Employee Green Behavior is explained as a form of individual behavior that is measured to make a positive contribution or eliminate negative towards environmental sustainability goals in the employee's work context. Environmentally friendly employee behavior (employee green behavior) includes recycling paper, printing on two sides, saving electricity, and using energy-saving equipment, and avoiding wasting resources (Malsha et al., 2020). Several studies have been conducted in the area of employee green behavior (Norton et al., 2017). Individual positive behavior relative to environmental enrichment is called pro-environmental behavior, which is also known by several terms such as responsible environmental behavior, sustainable environment, and environmentally friendly (Safari et al., 2018).

According to Dubois & Dubois (2012), employee green behavior is one of the strategies implemented by organizations to improve their environmental sustainability performance. The demands of the natural environment have an impact on employees' daily lives and this is a challenge for organizations to maintain the welfare of their employees (such as transportation, air,



heating/cooling, etc.) so that employee output can be achieved optimally. This means that personal stress due to the demands of the natural environment can have an impact on employee work performance (Dubois & Dubois, 2012; Malsha et al., 2020). From the perspective of person-environment fit theory, when someone can adapt to their environment, that person will be able to carry out their role well so that organizational goals can be achieved effectively (Su et al., 2015).

According to Norton et al., (2015), green behavior refers to employee behavior (mandated and voluntary) in the workplace to protect and preserve the natural environment by reducing negative things and/or adding positive things to the ecosystem. Green employee behavior can be conceptualized into voluntary employee behavior and mandatory employee behavior (Malsha et al., 2020; Norton et al., 2015). Several relevant studies have confirmed the significant influence of employee green behavior on an organizational green performance (Iqbal et al., 2018; Nisar et al., 2022; Zacher et al., 2023). The same findings were also reported by Kim et al., (2019) through research they conducted on hotel employees in Thailand, they found that there was a significant influence of employee green behavior on green performance. This indicates that the more employees are aware of the importance of the environment, the more they will consciously implement environmentally friendly practices in their work context, and of course, this condition will greatly influence employee performance. Departing from several assumptions and empirical conclusions, an alternative hypothesis can be proposed as follows:

Hypothesis 3: Employee green behavior has a positive impact on the organizational green performance.

The Mediating Role of Employee Green Behavior on the Influence of Islamic Spiritual Intelligence and Green HRM on Organizational Green Performance

Employee green behavior is defined as a series of employee behaviors in the workplace that contribute to environmental sustainability (Peng et al., 2020). Fawehinmi et al., (2020) explained that employee green behavior is described as employee actions that consciously aim to stem or minimize the negative impact of their behavior on the environment. Employee green behavior includes activities such as turning off the lights when leaving the office (saving energy), using teleconferencing facilities instead of attending meetings conventionally (using resources efficiently), editing documents electronically instead of printing them (avoiding waste), printing drafts on waste paper (recycling), and reporting leaks in bathrooms (Norton et al., 2017). This series of activities will certainly have a positive impact on the efficiency and achievement of the organization's environmental goals. Green behavior in several studies has been reported to have a significant impact on organizational green performance (Al-Swidi et al., 2021; Kim et al., 2019). However, to be able to build and strengthen employee green behavior, effective strategic steps are needed, such as strengthening employee Islamic spiritual intelligence and green HRM practices. These two steps aim to increase employee awareness and knowledge of the importance of environmental sustainability.

Islamic spiritual intelligence will guide employees to avoid all forms of behavior that have the potential to cause damage to themselves and the environment around them (Anwar et al., 2020). This behavior will be realized by recycling paper, double-sided printing, saving electricity, using energy-saving equipment, and avoiding waste (Malsha et al., 2020). Directly, this condition will lead to a behavior known as individual green behavior (Norton et al., 2017).

Tang et al., (2018) assume that when organizations signal support for environmental sustainability through the implementation of green HRM practices such as green recruitment and selection, green training, green performance management, green pay and rewards, and green involvement and participation, psychologically employees will tend to understand what is expected of them, and what benefits they can gain from the practice, which will further increase their awareness and motivation to display green behavior that supports environmental sustainability initiatives (Fawehinmi et al., 2020; Saeed et al., 2019). Several studies have shown that green human resource management has a significant influence on employee green behavior (Dumont et al., 2016; Kim et al., 2019; Saeed et al., 2019). Departing from several assumptions and empirical findings, the following alternative hypothesis can be proposed:



Hypothesis 4: Employee green behavior mediates the influence of Islamic spiritual intelligence on organizational green performance.

Hypothesis 5: Employee green behavior mediates the influence of green HRM on organizational green performance.

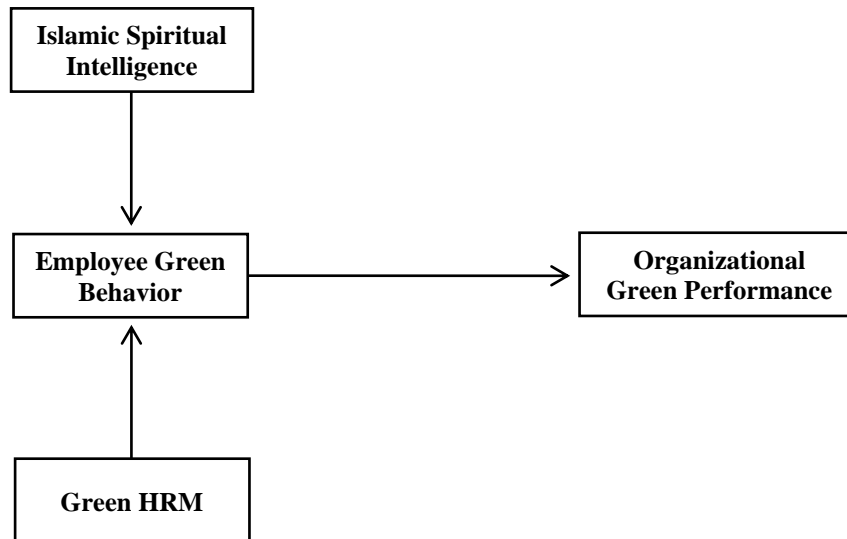


Figure 1: Empirical Model

RESEARCH METHOD

Research on Strategies for Improving Organizational Green Performance (OGP) through Green HRM (GHRM) Practices and Islamic Spiritual Intelligence (ISI) will be conducted using a survey model with a quantitative approach which will later be aimed at employees who work in Small and Medium Enterprises (SMEs) in West Nusa Tenggara which contributes to climate change and has implemented green policies in their business. The survey was conducted using a questionnaire or questionnaire designed referring to the instruments for each construct that had been initiated by experts, Islamic spiritual intelligence was measured by adopting 28 items from Anwar et al., (2022), green HRM was measured by adopting 6 items from Aboramadan (2022) and Dumont et al., (2016), employee green behavior is measured by adopting 7 items from Robertson & Barling (2013) and He et al., (2021), and organizational green performance is measured by adopting 7 items from Wang (2022). 2019). This research will use a structural equation model (SEM) analysis tool which is more specific to partial least squares (PLS). This decision was taken based on the opinion of experts that this tool can explain the research model universally (Hair et al., 2018).

DESCRIPTIVE STATISTICS

Table 1. Descriptive Statistics

Characteristics	Classification	Amount	
		Number	Percentage
Age	20 – 30 Years	59	40,97
	31 – 40 Years	42	29,17
	41 – 50 Years	23	15,97



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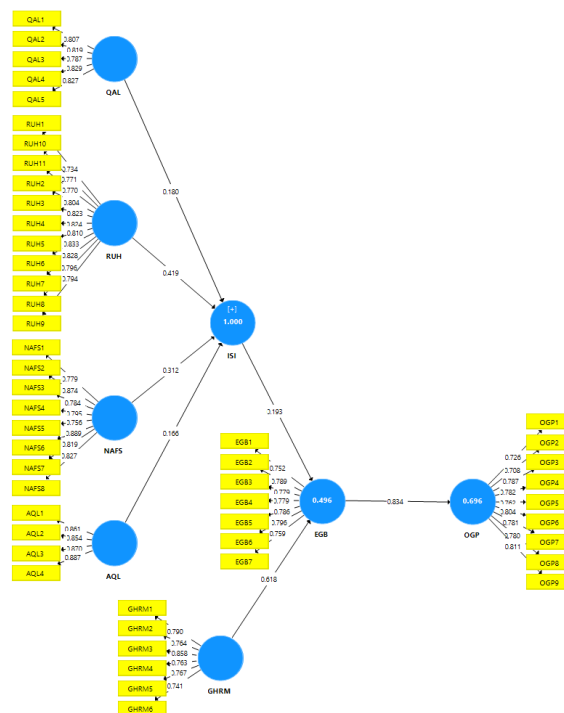
Characteristics	Classification	Amount	
		Number	Percentage
Number of respondents based on age	51 – 60 Years	17	11,81
	> 60 Years	3	2,08
		144	100%
Gender	Male	93	64,58
	Female	51	35,41
Number of respondents based on gender		144	100%
Years of service	0 – 10 Years	41	28,47
	11 – 20 Years	67	46,53
	21 – 30 Years	29	20,14
	> 30 Years	7	4,86
Number of respondents based on years of service		144	100%
Education	High school or equivalent	32	22,22
	Diploma or equivalent	23	15,97
	Bachelor's degree or equivalent	76	52,78
	Masters or equivalent	13	9,03
Number of respondents based on education		144	100%

Source: Processed primary data 2023.

The results of descriptive statistical testing show that the characteristics of respondents based on age are the majority in the age range of 20 to 30 years with a percentage level of 40.97%. Furthermore, the gender characteristics of respondents are dominated by male employees with a percentage level of 64.58%. The characteristics of respondents based on the majority's length of service are in the range of 11 to 20 years with a percentage level of 46.53%. Finally, the characteristics of the respondents based on their last education, the majority were at strata 1 education level or equivalent with a percentage level of 52.78%.

EVALUATION OF THE MEASUREMENT MODEL (OUTER MODEL)

Figure 2. CFA First-Order Construct Analysis



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Table 2. Factor Loading (Outer Loading)

	GHRM	ISI	EGB	OGP
GHRM1	0,790			
GHRM2	0,764			
GHRM3	0,858			
GHRM4	0,763			
GHRM5	0,767			
GHRM6	0,741			
QAL1		0,807		
QAL2		0,819		
QAL3		0,787		
QAL4		0,829		
QAL5		0,827		
RUH1		0,734		
RUH2		0,804		
RUH3		0,823		
RUH4		0,824		
RUH5		0,810		
RUH6		0,833		
RUH7		0,828		
RUH8		0,796		
RUH9		0,794		
RUH10		0,771		
RUH11		0,770		
NAFS1		0,779		
NAFS2		0,874		
NAFS3		0,784		
NAFS4		0,795		
NAFS5		0,756		
NAFS6		0,889		
NAFS7		0,819		
NAFS8		0,827		
AQL1		0,861		
AQL2		0,854		
AQL3		0,870		
AQL4		0,887		
EGB1			0,752	
EGB2			0,789	
EGB3			0,779	
EGB4			0,779	
EGB5			0,786	
EGB6			0,796	
EGB7			0,759	
OGP1				0,726
OGP2				0,708
OGP3				0,787
OGP4				0,782
OGP5				0,762
OGP6				0,804
OGP7				0,781
OGP8				0,780
OGP9				0,811

Source: Processed primary data 2023.



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The outer loading output shows that the entire construct with reflexive items or indicators has produced a factor loading value > 0.7 , so that all items or indicators of the research construct have been declared valid. Furthermore, the research model must also meet reliability requirements. More details regarding the results of reliability testing are shown in Table 2.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average (AVE)	Variance	Extracted
EGB	0,891	0,914		0,604	
GHRM	0,877	0,904		0,611	
ISI	0,972	0,974		0,575	
OGP	0,915	0,930		0,596	

Source: Processed primary data 2023.

The construct reliability and validity output displays the average variance extracted (AVE) value for the entire reflexive construct > 0.5 so that it meets the convergent validity requirements. Then, Cronbach's alpha and composite reliability values produced for the entire reflexive construct show the very good category or > 0.70 , so it can be concluded that all indicators of the reflexive construct are reliable or have met the reliability test assumptions.

STRUCTURAL MODEL EVALUATION

Direct Effect

Table 4. Path Coefficients

	Original Sample (O)	Standard Deviation (STDEV)	P Values	Conclusion
EGB → OGP	0,834	0,040	0,000	Significant
GHRM → EGB	0,618	0,063	0,000	Significant
ISI → EGB	0,193	0,096	0,046	Significant

Source: Processed primary data 2023.

The output path coefficients show that the green human resource management (GHRM) construct has a positive and significant effect on employee green behavior (EGB). This finding is proven by the P Values of 0.000 or < 0.05 , so it can be stated that the first hypothesis is accepted. Furthermore, the Islamic spiritual intelligence (ISI) construct was found to have a positive and significant effect on employee green behavior (EGB). This finding was proven by the P Values of 0.000 or < 0.05 , so the second hypothesis could be declared accepted. Finally, the employee green behavior (EGB) construct was found to have a positive and significant effect on organizational green performance (OGP), this finding was proven by the P Values of 0.048 or < 0.05 .

Mediation Effect

Table 5. Path Coefficients

	Original Sample (O)	Standard Deviation (STDEV)	P Values	Conclusion
GHRM → EGP → OGP	0,515	0,066	0,000	Significant
ISI → EGP → OGP	0,161	0,080	0,044	Significant



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Source: Processed primary data 2023.

The output path coefficients show that the employee green behavior (EGB) construct mediates the influence of green human resource management (GHRM) on organizational green performance (OGP). This finding is proven by the P Values of 0.000 or <0.05 , so it can be stated that the fourth hypothesis is accepted. Furthermore, the employee green behavior (EGB) construct is confirmed to be a mediator in the influence of Islamic spiritual intelligence (ISI) on organizational green performance (OGP). This finding is proven by the P Values of 0.046 or <0.05 , so it can be stated that the fifth hypothesis is accepted.

DISCUSSION

The test results and data analysis prove that green HRM practices have a significant positive effect on employee green behavior. Green HRM practices aim to increase employee awareness, knowledge, motivation and involvement in environmentally friendly activities (Hameed et al., 2020). Chaudhary (2020) revealed that when employees are involved in implementing green initiatives and they are provided with green training, it is likely to increase their knowledge, skills and abilities and make them more psychologically prepared to engage in green behavior. Fawehinmi et al., (2020) assume that psychologically employees tend to understand what is expected of them, and what benefits they can obtain from green HRM practices, which will further increase their awareness and motivation to display environmentally friendly behavior (employee green behavior). that supports environmental sustainability initiatives. Several relevant studies have confirmed this phenomenon, they found green HRM practices have a significant positive influence on green behavior (Fawehinmi et al., 2020; Kim et al., 2019; Muafi & Roostika, 2022; Nisar et al., 2022).

Furthermore, the test results and data analysis show that aspects of Islamic spiritual intelligence (Islamic spiritual intelligence) have a positive and significant effect on employee green behavior. Good Islamic spiritual intelligence can build and/or strengthen individual awareness and knowledge about the environment (Baharuddin & Ismail, 2015b), especially regarding the important role of the environment and its impact on the balance of life of all human beings on Earth. A damaged or polluted environment has the potential to create misery for many people in a particular area as a result of the behavior and actions of individuals or organizations (Auer, 2019). With adequate environmental awareness and knowledge, spiritually intelligent individuals will certainly have a strong commitment to preserving the environment. This commitment is realized by making efforts to recycle paper, double-sided printing, save electricity, use energy-saving equipment, and avoid wasting resources (Malsha et al., 2020; Norton et al., 2017). If these efforts can be carried out consistently, then employees will have demonstrated green behavior, which will certainly have a positive impact on achieving the organization's environmental goals (Al-Swidi et al., 2021; Kim et al., 2019; Zacher et al., 2023).

The test results and data analysis also confirm that employee green behavior has a significant positive influence on the organizational green performance. It should be noted that employee green behavior includes paper recycling, double-sided printing, saving electricity, using energy-saving equipment, and avoiding waste (Malsha et al., 2020; Norton et al., 2015, 2017). When the employee green behavior model can be applied in real terms by the majority of an organization's employees, then not only will the organization receive or experience financial benefits as a result of resource savings made by its employees, but the environmental goals initiated or promoted by the organization will also be achieved effectively and this certainly represents an achievement of the organizational green performance. Several relevant previous studies have confirmed this relationship, they found that employee green behavior has a significant positive influence on the organizational green performance (Al-Swidi et al., 2021; Iqbal et al., 2018; Kim et al., 2019; Nisar et al., 2022).

Finally, the test results and data analysis prove that green HRM practices and Islamic spiritual intelligence can improve an organizational green performance, but it must be through the intermediary of employee green behavior. It cannot be denied that an organizational green performance is greatly influenced by the behavior of its employees. To achieve green performance, organizations must indirectly build and/or strengthen the environmental awareness and knowledge of their members. This can of course be done through implementing green HRM practices and strengthening Islamic spiritual



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intelligence. By involving employees in implementing green initiatives, providing green training can potentially increase knowledge, skills, and abilities as well as make employees more psychologically prepared to engage in green behavior (Chaudhary, 2020) which then has a positive impact on the achievement of the organizational green performance. (Al-Swidi et al., 2021; Iqbal et al., 2018). In addition, strengthening employees' Islamic spiritual intelligence will increase their awareness and knowledge about the importance of the environment for human life on Earth. This statement was also conveyed by Baharuddin & Ismail (2015b) that good Islamic spiritual intelligence can build and/or strengthen individual awareness and knowledge about the environment. This will of course encourage employees to display green behavior in their workplace, which in turn will have a positive impact on achieving the organization's environmental performance (Kim et al., 2019; Nisar et al., 2022).

From the perspective of person-environment fit theory, Islamic spiritual intelligence is seen as a personal domain that will shape certain behaviors (Su et al., 2015). Green HRM practices are seen as an organizational or environmental domain that will be a predictor of individual behavior (Caplan & Harrison, 1993; Norton et al., 2015). Meanwhile, employee green behavior is represented as a domain of individual or personal behavior which will then produce output in the form of performance (Su et al., 2015). The individual performance output will certainly contribute positively to organizational achievements because organizational achievements depend on the results provided by its members (Tarmidi & Arsajah, 2019).

CONCLUSION AND IMPLICATIONS

Based on the results of testing and data analysis, several conclusions can be drawn, first, namely that green HRM practices and Islamic spiritual intelligence have a significant role in forming employee green behavior and achieving organizational green performance. This is based on the essence of green HRM practices and the domain of Islamic spiritual intelligence which aims at strengthening environmental awareness and knowledge that will encourage individuals to carry out various activities that can have a positive impact on environmental sustainability such as saving energy, using resources efficiently, avoiding waste, and carrying out recycle. This will of course also have an impact on energy and resource efficiency which will lead the organization to achieve green performance. Second, employee green behavior has a significant effect on the organizational green performance. This stems from the organization's aim to play an active role in stemming and minimizing the impact of climate change. This goal ultimately drives organizations to design environmental performance assessment systems that they will achieve. In this context, employees have an important role in achieving environmental goals by emphasizing energy and resource efficiency in the various activities they carry out. Finally, the implementation of the person-environment fit perspective in explaining the role of green HRM practices and the Islamic spiritual intelligence domain in achieving organizational green performance is confirmed to have strong relevance because the focus of the study in this study is more directed at individual efforts to make adjustments to existing environmental policies or goals. the organization wants to achieve.

It is hoped that this study can provide a positive contribution to researchers and academics in the field of HR management in conducting comprehensive and in-depth studies in the future regarding the role of green HRM practices and the domain of Islamic spiritual intelligence in achieving organizational green performance. Apart from that, it is also hoped that this study can become a reference for researchers and academics in the field of HR management in Indonesia to use basic theory which is not only limited to the person-environment fit perspective in explaining the role of green HRM and Islamic spiritual intelligence in achieving green performance. This is, of course, to provide a different understanding through different theoretical perspectives. Finally, it is also hoped that this research can become a basis for HR practitioners in designing policies related to strategies to develop or shape employee green behavior so that the environmental goals initiated by the organization can be achieved effectively.



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