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Fostering Sustainability Performance in Islamic Financial Institutions through Green and Islamic Human Resource Management

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Abstract

Introduction: Although previous studies have examined the role of Green Human Resource Management (GHRM) on sustainability performance, studies that attempt to integrate GHRM concepts with Islamic Human Resource Management remain limited. To address this critical gap, this study is the first to proposed and examine the integration GHRM and IHRM within a comprehensive model. This new framework is urgently needed to provide an approach that is both religiously and ecologically aligned for Islamic Financial Institutions. **Research Methods:** Data were collected by distributing questionnaires to a sample of 75 employees of Islamic Financial Institutions in Ponorogo, Indonesia. This study used Structural Equation Modeling – Partial Least Squares (SEM PLS) techniques to test and analyze data using SmartPLS 3. **Results:** The results indicate that there is a positive and significant influence between Green Human Resource Management (GHRM), Islamic Human Resource Management (IHRM), Top Management Support, and Green Motivation on Sustainability Performance in Islamic Financial Institutions in Ponorogo, Indonesia. **Conclusion:** This study provides practical insights for regulators and Islamic financial

institutions to develop policies and strategies that integrate green and Islamic human resource management (HRM) practices. Recommendations include strengthening regulations on green finance, implementing sustainability reporting, and integrating Islamic and environmental values into HRM processes such as recruitment, training, and development.

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INTRODUCTION

Corporate sustainability is now an emerging topic across sectors, including Islamic Financial Institutions (IFIs). Every company currently places attention on environmental challenges that affect competitiveness and business sustainability. Human resources management, or HRM, plays an important role in creating effective environmental management. In an effort to protect the environment, HR can support success in formulating and implementing environmental management by adjusting practices such as employee selection, performance appraisals, and training to align with ecological goals. (Bawasa & Othman, 2024). However, in practice, many companies, including Islamic banks, still face challenges in integrating HR management that aligns with environmental sustainability principles. The lack of formal policies and minimal understanding of this concept are significant obstacles to practical implementation. Therefore, there is an increasing need to incorporate environmentally friendly aspects into human resource management, known as GHRM (Ali et al., 2022)

GHRM is a company strategy for managing the workforce that includes environmental elements to protect the natural environment's sustainability. (Syafrizal, 2019). GHRM practices include developing employees' skills, knowledge, and abilities so they can make a significant contribution to realizing the company's sustainable goals. GHRM aims to create a balance between human resource management and environmental sustainability (Fang et al., 2022). The increasing ecological damage underscores the importance of implementing GHRM in companies, including influencing employees' environmentally friendly behavior. GHRM also plays a role in ensuring that employee behavior in the workplace supports environmental conservation initiatives (Awwad Al-Shammari et al., 2022).

In reality, the implementation of GHRM in companies still faces challenges in integrating HR management with environmental sustainability principles, as many employees have a limited understanding of GHRM concepts and practices, which can hinder the adoption of environmentally practices. (Lin et al., 2024). To achieve company goals, of course, coaching is needed to manage HR. Therefore, it is also important to have a guideline

grounded in an Islamic perspective, such as Islamic Human Resource Management (IHRM) (Junaidi, 2024).

IHRM is one of the areas of management that serves a spiritual role in employee development, thereby encouraging ethical and responsible behavior. This area includes elements related to planning, organizing, implementing, and supervising related to production, marketing, finance, and personnel functions. IHRM refers to the workforce that implements and applies Sharia principles in all its activities (Rohmandika, 2024). On the other hand, although Islamic banking companies are based on Islamic values, implementing IHRM still faces various challenges. The lack of understanding of the concept of IHRM and the absence of clear policies for managing human resources based on Islamic values are obstacles that can hinder the optimization of company performance in Islamic Financial Institutions (IFI) (Nik Ab. Rahman et al., 2013).

Islamic Financial Institutions (IFI) in Ponorogo are the locations used in this study, because Islamic Financial Institutions (IFI), as financial institutions based on Islamic values, are not only required to provide competitive financial services, but must also operate in accordance with the principles of maqashid sharia, which include environmental protection and social welfare. In addition, Islamic Financial Institutions (IFI) in Ponorogo implement Top Management Support, which serves as one of the drivers of sustainability practices and GHRM in Islamic financial institutions. Top Management Support increases the effectiveness of systems and processes, including human resource management oriented towards GHRM. Previous research has shown that Top Management Support has a significant positive effect on the company's environmental performance and user satisfaction with information systems, which are part of the company's sustainable (Vika Catalya Safitri, 2024).

In addition, Green Motivation is one of the supporters of the sustainability of the performance of Islamic Financial Institutions (IFI) in Ponorogo. Employee green motivation is an important factor in encouraging sustainable, environmentally friendly behavior in the organization. With Green Motivation, employees are encouraged to actively participate in GHRM programs, including sustainability training, green innovation, and the development of environmentally friendly policies. This not only increases employee awareness and commitment to sustainability but also contributes to improving the company's overall performance and reputation (Noor et al., 2023). Previous research has shown that Green Motivation has a significant positive effect in encouraging all activities that motivate employees to align their behavior with the organization's environmental goals, thereby increasing commitment and participation in sustainability programs (Freire & Pieta, 2022).

Although previous studies have examined the role of GHRM in sustainability performance, studies that attempt to integrate GHRM concepts with IHRM remain limited, particularly in Islamic financial institutions. To address this critical gap, this study is the first to propose and examine the integration of Green Human Resource Management (GHRM) and Islamic Human Resource Management (IHRM) within a comprehensive model. This framework is urgently needed to provide a religiously and ecologically aligned approach for Islamic Financial Institutions (IFIs) to address contemporary environmental challenges.

Therefore, this study aims to examine and analyze the integration of GHRM and IHRM in promoting sustainable performance at Islamic Financial Institutions in Ponorogo, Indonesia. This study also involved top management support and green motivation to encourage pro-environmental behavior at the management levels.

Literature Review and Hypothesis Development

Green human resource management (GHRM) and sustainability performance

Green Human Resource Management (GHRM) is a way of managing the performance and function of HR in an organization, where environmental underpinnings underpin every step. GRHM is defined as participation in the entire process of developing, implementing, and maintaining a sustainable system, which aims to make employees in the organization more environmentally conscious. (Mastria et al., 2023). Green HR refers to policies, practices, and systems that encourage employees in the organization to be more environmentally friendly for their own benefit, society, the environment, and the business world. Thus, this shows the implementation of HR policies that aim to encourage the use of environmentally resources and sustainable practices (Vu et al., 2025).

A systematic review conducted from 2010 to 2024 found that GHRM practices, including environmentally recruitment, training, performance management, compensation, and employee participation, all have a positive impact on sustainability performance. EmpiAshutosh Vermaconfirm this (Al Aina & Atan, 2020). Vidhu Gaur et al. (2025) demonstrated the direct and indirect effects of GHRM on sustainability through improved environmental and employee performance among 250 employees. K. Mousa et al. (2020) found that HRM practices significantly predict sustainability performance, with environmental sustainability showing the strongest effect. Ashutosh Verma et al. (2025) reported that organizations implementing GHRM achieved a 15-30% improvement in environmental performance and a 25% improvement in employee engagement. Based on the empirical findings, the following hypothesis was developed:

H1: *Green Human Resource Management (GHRM) has a positive effect on Sustainability Performance*

Islamic human resource management (IHRM) and sustainability performance

Islamic Human Resource Management (IHRM) is an approach to managing human resources based on Islamic values. This approach emphasizes the importance of building human resource behavior that has integrity, is trustworthy, fair, and responsible. Islamic HR not only applies conventional practices in managing human resources, but also instills Islamic spiritual and ethical values in every aspect of human resource management (Hafizi et al., 2024).

Several studies have found a relationship between Islamic human resource management and sustainability, though with mixed results. An empirical study conducted on 136 Islamic bank employees in South Sumatra found that IHRM components (recruitment, training, and compensation) had a positive and significant impact on

organizational commitment and employee performance (Akbar et al., 2024). Furthermore, research on Islamic organizations in Malaysia found a positive relationship between IHRM practices and organizational performance, particularly in training and development (I. Azmi et al., 2015). However, a systematic review by Nurma Yulita et al. (2026) found that although IHRM contributes to an ethical work culture, employee well-being, and organizational sustainability, most existing studies remain conceptual, with limited empirical validation and non-standardized measurement models. R. Airout et al. (2025) analyzed 402 articles and identified five research clusters linking IHRM with sustainability, but called for further research on the impact of long-term organizational performance. Based on the empirical findings and the latest research recommendations, the following hypothesis was developed:

H2: *Islamic Human Resource Management (IHRM) has a positive effect on Sustainability Performance*

Top management support and sustainability performance

Top Management Support is upper management that supports information systems as system owners, often determining or influencing the direction of information system development and functioning as system users because they are very concerned about the company's overall situation. (Rizki Amalia, 2022). Generally, support management wants a summary of information to support their activities during planning, analysis, and strategic decision-making. Leaders' support can manifest as assistance to staff. If upper management provides comprehensive support for the implementation of information systems and the support is well received by users, this will increase their satisfaction with the information provided (Chatterjee et al., 2023).

Several strong and consistent studies in the past have shown that top management support (TMS) correlates with sustainability performance. A study conducted by J. E. Lee et al. (2020) involving more than 2,000 participants found that TMS directly affects environmental performance in 301 companies. Thang Ngoc Nguyen et al. (2023) confirmed this direct effect among 203 senior managers in Vietnam's electricity sector. Meanwhile, Sheshadri Chatterjee et al. (2023) found that TMS strengthens the relationship between green HR practices and sustainability among 372 HR managers. In addition to direct effects, TMS also operates through mediation mechanisms. Nasreen Akthar et al. (2022) found that TMS significantly mediates between green HRM practices and environmental performance (314 manufacturing employees), while T. T. Lai et al. (2025) showed that TMS enhances the impact of environmental management practices on performance. Based on the empirical findings, the following hypothesis was developed:

H3: *Top management support has a positive effect on Sustainability Performance*

Green motivaton and sustainability performance

Employee green motivation can strengthen organizational identity and foster organizational growth toward environmental sustainability in the workplace. Green

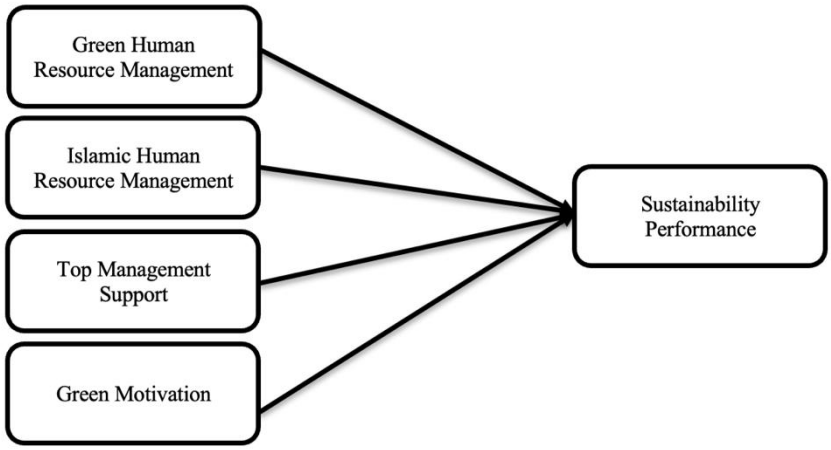
motivation is when a person's efforts and will are focused on achieving specific goals. These goals often include increasing productivity, attendance, creativity, and attitudes toward environmental management. Green motivation, which focuses on increasing employee's knowledge of the environment, is a human drive to instill a sense of purpose and passion in work. Green HR uses techniques to improve employee morale by promoting environmental conservation. Therefore, green motivation is expected to develop into procedures and practices that support employee behavior in the workplace to reduce environmental pollution (Mukharomah & Pradana, 2024).

Previous research shows that green motivation is strongly related to sustainability performance. A quantitative study conducted by Emerensiana Ria et al. (2024) found that green intrinsic motivation positively affects green employee performance among 158 MSME respondents. A. Olanipekun et al. (2018) showed that internal motivation directly improves sustainability performance. Dymas Widisatria et al. (2021) confirmed the positive effect of motivation on sustainable corporate performance. Meanwhile, Dewi Nusraningrum et al. (2024) replicated this finding among 222 logistics workers, and the results showed a strong relationship between green motivation and sustainability performance. Xiao Hu et al. (2022) found that green motivation significantly affects green creative performance, with involvement as a mediator. Tubagus Fathul Rahman Mahmud et al. (2025) showed that work motivation mediates the relationship between sustainable performance and sustainability performance. Ann Elida Eide et al. (2020) extended these findings to the organizational level, showing that leaders' sustainability motivation influences corporate strategy and financial performance. Overall, these studies, which involved various sectors, showed consistent positive relationships without conflicting findings. Based on the empirical findings, the following hypothesis was developed:

H4: *Green motivation has a positive effect on Sustainability Performance*

To clarify the relationship between variables developed in the hypothesis, the following is a research framework to illustrate the research objectives.:

Figure 1. Theoretical framework



Source: Author's work (2025)

RESEARCH METHOD

This study is a quantitative study that aims to examine the relationship between green human resource management, Islamic human resource management, top management support, and green motivation on sustainable performance in Islamic financial institutions in Ponorogo, Indonesia. This study used primary data collected through questionnaires. 75 samples were successfully collected from employees of Islamic financial institution in Ponorogo, including Bank Muamalat Indonesia Ponorogo, Bank Pembiayaan Rakyat Syariah (BPRS) Mitra Mentari Sejahtera Ponorogo, BMT Hasanah Ponorogo, and BMT Surya Abadi Ponorogo. The sample in this study was selected using a purposive sampling approach with the following criteria: 1) employees of Islamic financial institutions in Ponorogo, and 2) have worked for more than 3 years. Meanwhile, this study used SEM-PLS (Structural Equation Modeling - Partial Least Squares) analysis with SmartPLS 3. The stages of SEM-PLS analysis include Measurement Model (Outer Model) and Structural Models (Inner Model) analysis.

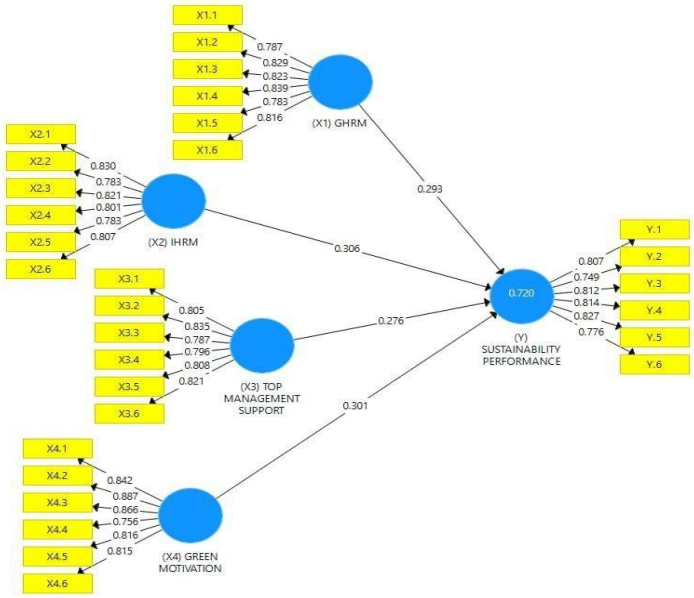
The Measurement Model (Outer Model) in SEM-PLS is used to test the validity and reliability of the model through three main criteria: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity is measured through factor loadings, which ideally should be above 0.70 (or at least 0.50–0.60 for preliminary research), while discriminant validity is assessed based on cross loadings and AVE values, which should be greater than 0.50. Composite reliability measures the internal consistency of a construct's indicators; values exceeding 0.70 indicate good reliability.

Meanwhile, the Structural Model (inner model) is used to analyze the relationships between exogenous and endogenous variables through path analysis, grounded in the underlying theory. The quality of this model is evaluated using the R-Square (R2) value, where a score of 0.75 is considered strong, 0.50 moderate, and 0.25 weak at explaining the influence of exogenous variables on endogenous variables. In addition, a hypothesis test is conducted to determine the significance of the relationship between these variables; a hypothesis (Ha) is accepted if the p-value is < 0.05. (Ghazali & Hengky Lattan, 2015).

RESULT AND DISCUSSION

The respondents in this study were employees of Sharia Financial Institutions (LKS) in Ponorogo. The research sample comprised 10 respondents from Bank Muamalat Indonesia, 33 from Bank Pembiayaan Rakyat Syariah (BPRS) Mitra Mentari Sejahtera, 24 from BMT Hasanah, and 8 from BMT Surya Abadi. The data were then processed using SEM-PLS, with the results of the outer and inner model analysis shown in the data output below:

Figure 2. SEM-PLS Output



Source: Data processed by SmartPLS 3 (2025)

Evaluation of Measurement Model (Outer Model)

In the first stage, we will assess at the value of convergent validity. In this section, we can see this through the factor loading value. Based on the factor loading value in **Table 1,** where the overall value of the factor loading is >0.5.

Table 1. Outer Loading Test Results

Variable Indicator	Outer Loading
Green Human Resource Management	
X1.1	0.787
X1.2	0.829
X1.3	0.823
X1.4	0.839
X1.5	0.783
X1.6	0.816
X2: Islamic Human Resource Management	
X2.1	0.830
X2.2	0.783
X2.3	0.821
X2.4	0.801
X2.5	0.783
X2.6	0.807
X3: Top Management Support	

Variable Indicator	Outer Loading
X3.1	0.805
X3.2	0.835
X3.3	0.787
X3.4	0.796
X3.5	0.808
X3.6	0.821
X4: Green Motivation	
X4.1	0.842
X4.2	0.887
X4.3	0.866
X4.4	0.756
X4.5	0.816
X4.6	0.815
Y: Sustainability Performance	
Y.1	0.807
Y.2	0.749
Y.3	0.812
Y.4	0.814
Y.5	0.827
Y.6	0.776

Source: Data processed by SmartPLS 3 (2025)

In addition, based on the Average Variance Extracted (AVE) value, the result is>0.7. Therefore, the research data meet the criteria for convergent validity.

Table 2. Average Variance Extracted (AVE)

Variables	AVE	Decision
Green Human Resource Management	0.661	Valid
Islamic Human Resource Management	0.647	Valid
Top Management Support	0.654	Valid
Green Motivation	0.691	Valid
Sustainability Performance	0.637	Valid

Source: Data processed by SmartPLS 3, 2025.

Meanwhile, the overall Fornell-Larcker Criterion also passed, with cross-loadings higher for the variable itself than for other variables. One example we can observe is that the Green Motivation variable has a value of 0.831, which means it is higher than 0.324, 0.311, and 0.432. Therefore, the data model tested in this study meets the requirements for Discriminant Validity.

Table 3. Fornel Larcker Criterion Test Results

	GHRM	IHRM	Top Management Support	Green Motivation	Sustainability Performance
GHRM	**0.813**				
IHRM	0.397	**0.804**			
Top Management Support	0.341	0.368	**0.809**		
Green Motivation	0.324	0.311	0.432	**0.831**	
Sustainability Performance	0.606	0.617	0.618	0.610	**0.798**

Source: Data processed by SmartPLS 3 (2025)

Furthermore, reliability can be assessed through Cronbach's Alpha (CA) and Composite Reliability (CR) values. Based on these values, it can be concluded that the research data has met the reliability test because either CA or CR is greater than 0.7.

Table 4. Composite Reliability Test Results

Variables	CA	CR
GHRM (X1)	0.898	0.921
IHRM (X2)	0.892	0.917
Top Management Support (X3)	0.895	0.919
Green Motivation (X4)	0.910	0.930
Sustainability Performance (Y)	0.886	0.913

Source: Data processed by SmartPLS 3 (2025)

Evaluation of Structural Model (Inner Model)

Structural model testing begins by examining the R-square (R^2) for each endogenous latent variable to determine the structural model's predictive ability. A higher R^2 indicates a stronger predictive value. This stage also provides a hypothesis test analysis. The hypothesis test is considered based on the t-statistic and p-value. The research hypothesis is accepted if the p-value is less than 0.05.

The R^2 values and the results of the hypothesis test are presented in the following table:

Table 5. R Square Value Test Results

	R-Square	R-Square Adjusted
Sustainability Performance (Y)	0.720	0.704

Source: Data processed by SmartPLS 3, 2025.

Based on the results in Table. 5, the R-Square value for Sustainability Performance is 0.720 (moderate category), or 72.0%, with the remaining 28.0% explained by other variables that are not included in the research model.

Table 6. Path Coefficients Results

	Original Sample (O)	T Statistic (|O/STDEV|)	P Values
GHRM → Sustainability Performance	0.293	3.401	0.001
IHRM → Sustainability Performance	0.306	3,460	0.001
Top Management Support → Sustainability Performance	0.276	3.273	0.001
Green Motivation → Sustainability Performance	0.301	3.489	0.001

Source: Data processed by SmartPLS 3, 2025.

Based on the analysis results, all research hypotheses were accepted and showed a positive and significant influence on Sustainability Performance. Green Human Resource Management (GHRM) was found to have a positive effect on sustainability performance, as evidenced by a significant β = 0.293, t-statistic = 3.401, and p-value < 0.05. Islamic Human Resource Management (IHRM) also showed a significant influence with a value of β = 0.306; t-statistic = 3.460; and p-value < 0.05, which confirmed that the second hypothesis was accepted. Furthermore, Top Management Support had a positive and significant influence on Sustainability Performance with a value of β = 0.276; t-statistic = 3.273; and a significance p-value < 0.05, which led to the acceptance of the third hypothesis. Finally, Green Motivation also had a significant influence with a value of β = 0.301; t statistic = 3.489; p-value < 0.05. Thus, it can be concluded that Green human resource management, Islamic human resource management, top management support, and green motivation are strong predictors in improving a Sustainability Performance in Islamic institutions.

The results of this study indicate that each variable has an influence and is able to demonstrate its role in driving sustainability performance. Previous research also confirms that green human resource management plays a crucial role in driving corporate sustainability performance (Aftab et al., 2023), (Aggarwal & Agarwala, 2023), (Kim et al., 2019), (Song et al., 2021). particularly encouraging activities related to training and development, performance appraisals, and green-oriented rewards and compensation. Other research also confirms that successful green human resource management practices require substantial support from top management. Low motivation from top management support for green implementation will not yield significant results in improving sustainability performance. Therefore, the position of top management is crucial. This study generally aligns with previous research confirming that top management support plays a crucial role in driving corporate sustainability performance (Bourini et al., 2024), (Gopalakrishna-Remani et al., 2022), (Sharari et al., 2025). A more interesting insight is that in Islamic institutions, sustainability performance can also be driven by Islamic human resource management. This finding is still rarely explored in previous research. Nevertheless, several previous studies confirm that Islamic human resource management has a significant impact on organization performance (Abdul Ghani Azmi, 2015), (Rana & Malik, 2017). Institutions that

implementing Islamic human resource management practices have been found to have strong work commitment (Dhar et al., 2018), (Hashim, 2010).

Therefore, the implications of this study include the steps needed to optimize the roles of GHRM and IHRM in promoting sustainable performance. This includes policies that encourage the implementation of GHRM by strengthening green banking regulations, mandating sustainability reporting related to green finance, and establishing a special supervisory body to ensure GHRM implementation aligns with sustainability principles (Amjad et al., 2021). This will enhance the accountability and transparency of financial institutions in supporting the development of a sustainable financial sector. Furthermore, for Islamic financial institutions, integrating GHRM and IHRM into human resource management is not only about complying with Sharia values but also about enhancing long-term performance (Darma et al., 2024). This can be implemented through recruitment that prioritizes spirituality and environmental awareness, integrated training that combines environmental awareness with Sharia principles, and employee development aligned with sustainability goals (Ibad & Ulfi Kartika Oktaviana, 2023).

CONCLUSION

Based on the results, it can be concluded that Green Human Resource Management (GHRM), Islamic Human Resource Management (IHRM), Top Management Support, and Green Motivation have a significant effect on Sustainability Performance in Islamic Financial Institutions in Ponorogo, Indonesia. This study provides practical insights for regulators and Islamic financial institutions to develop policies and strategies that integrate green and Islamic human resource management (HRM) practices. Recommendations include strengthening regulations on green finance, implementing sustainability reporting, and integrating Islamic and environmental values into HRM processes such as recruitment, training, and development. This research also has limitations, including a relatively small sample size. Future research could expand the geographical scope, involve a more diversified sample, and explore intermediary or moderator variables to obtain a more indepth understanding of the mechanisms behind the tested model.

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