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The Influence of Environmentally Sound Management Strategies (Human Resources) on *the Green Behavior* of School Employees

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Abstract

This study aims to analyze the influence of environmentally friendly human resource (HR) management strategies on *the green behavior* of school employees. The background of this research is based on the importance of the role of educational institutions in shaping a culture of caring for the environment, which is not only applied to students but also to school employees. The research method used is a quantitative approach with data collection techniques through questionnaires distributed to school employees. The research sample was taken using the purposive sampling technique with a total of 30–50 respondents. Data analysis was carried out using validity, reliability, and simple linear regression tests with the help of a statistical application, namely SmartPLS4. The results of the study showed that an environmentally sound HR management strategy had a positive and significant influence on *the green behavior* of school employees, which was shown by a significance value of < 0.05 and a determination coefficient (R^2) of 0.258. This means that the HR management strategy variable contributes 25.8% to the improvement of *employee green behavior*. Thus, it can be concluded that the implementation of an environment-oriented HR management strategy is able to encourage environmentally friendly behavior in the school environment.

Keywords: HR Management Strategy, Environmentally Friendly, Green Behaviour, School Employees, Eco-Friendly Behavior

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Introduction

The development of environmental issues today is a major concern in various sectors, including the education sector. Problems such as climate change, pollution, and the increasing volume of waste require an active role from all communities to maintain environmental sustainability (Urban, 2022). In this context, educational institutions serve not only as a place for the transfer of knowledge, but also as agents of change (*agent of change*) in shaping the character and behavior of caring for the environment. Therefore, schools are required to integrate sustainability values in all aspects of their management, including in human resource (HR) management. One of the approaches that is starting to be widely applied is the environmentally sound HR management strategy or known as *Green Human Resource Management (Green HRM)*. This concept emphasizes the importance of including environmental aspects in HR management practices such as recruitment, training, performance appraisals, and reward systems.

Green HRM is a strategy that aims to increase employee awareness and environmentally friendly behavior through integrated organizational policies. In other words, organizations not only focus on economic performance, but also on environmental sustainability. In the world of education, the implementation of this strategy is important because the behavior of employees, such as teachers and education staff, has a direct influence on school culture. If employees have high awareness and environmentally friendly behavior, then it will be a real example for students (Hasan et al., 2025). This is in line with organizational behavior theory which states that individual behavior in an organization can be influenced by the systems and policies implemented by that organization. *Green behaviour* in the workplace is the result of the interaction between individual values and organizational support for environmentally friendly practices.

From a theoretical perspective *Social Learning*, individuals tend to mimic the behavior they observe in their surroundings. In this case, school employees who exhibit eco-friendly behavior will be a model for students in forming similar habits. Therefore, an environmentally sound HR management strategy is one of the effective ways to create a sustainable school culture. Several studies have shown that the importance of implementing this strategy in improving environmentally friendly behavior. Because there is a practice *Green HRM* such as environmental training and reward systems have a significant effect on improving *green behaviour* employees. In addition, organizational support through green policies and work culture can increase employee awareness and participation in maintaining the work environment (Sisin Wrini, Yasnita Nurul Hudayat, 2023).

However, in reality, there are still many educational institutions that have not implemented an optimal environmental human resource management strategy. Existing environmental programs are often only administrative and have not been integrated into the overall HR management system. This causes eco-friendly behavior among employees to not be formed consistently. Based on this description, it can be understood that the implementation of an environmentally sound HR management strategy in educational institutions is not only a necessity, but also a strategic effort in building a sustainable organizational culture. Therefore, this study is important to examine the extent of the influence of the strategy on the *green behaviour* school employees, so that they can contribute both theoretically and practically to the development of environment-based education management (Wahyuni & Fitriani, 2022).

Research Methodology

This study uses a quantitative approach with an associative or causal method, the quantitative approach was chosen because this study aims to analyze the influence between the variables of the environmental HR management strategy as an independent variable (X) on the *green behavior* of school employees and as a dependent variable (Y). The survey method is carried out by distributing questionnaires to respondents to obtain numerical data.

The data obtained was then analyzed using statistical analysis techniques, especially *Partial Least Square-Structural Equation Modeling* (PLS-SEM) and also bootstrapping with the help of the SmartPLS application. This design was chosen because it is able to explain the causal relationship between variables and is suitable for use in a relatively limited number of samples.

The population in this study is all school employees consisting of educators and education staff. This population was chosen because employees are directly involved in the implementation of HR management policies and practices in schools, so they have an important role in the implementation of environmentally friendly behavior. The sampling technique used is *purposive sampling*, which is the selection of samples based on certain criteria. The criteria for respondents in this study include employees who are actively working in schools and have had a certain minimum working period (for example, ≥ 1 year). And this study has a total of 32 respondents.

The results of the model analysis use the PLS-SEM approach in the SmartPLS application which displays the relationship between latent variables, indicators, and values of data processing results. In the model, there are two latent variables, namely variable X (HR management strategy) as an independent variable and variable Y (*green behavior* of school employees) as a dependent variable. Each latent variable is

measured through several indicators indicated in the form of yellow boxes (X1–X8 and Y1–Y8).

The research instrument used is a questionnaire that is compiled based on the indicators of each variable. The questionnaire used a Likert scale on a scale of 1-5 from (Strongly Disagree to Strongly Agree) in order to measure respondents' perceptions. For details, each instrument has a scale of answers, namely:

- Strongly Agree (SS): Score 5
- Agree (S): Score 4
- Neutral (N): Score 3
- Disagree (TS): Score 2
- Strongly Disagree (STS): Score 1

Results and Discussion

Results

The research on the influence of HR Management Strategy on School Employee *Green Behavior* showed good results and met the analysis criteria in the SEM-PLS (*Structural Equation Modeling–Partial Least Square*) method. The results of the validity test showed that all indicators used in the study were able to measure variables accurately and consistently. This can be seen from the outer loading value on each indicator, most of which is above 0.70, both in the variables of HR Management Strategy and *Green Behavior* of School Employees. This value indicates that all indicators in the yellow box have a strong relationship with the variable in the blue circle that they represent. In addition, the AVE (*Average Variance Extracted*) value in both variables was also above 0.50, which was 0.644 in the HR Management Strategy variable and 0.691 in the *Green Behavior* variable of School Employees. In the SEM-PLS theory, an AVE value above 0.50 indicates that the research construct has good convergent validity, so that the research instrument is declared feasible to be used to measure the research variables.

The results of the study also show that the HR Management Strategy variable has a positive influence on the *Green Behavior* variable of School Employees. This is proven by the path coefficient value of 0.507, which shows that there is a positive and quite strong relationship between the two variables. This means that the better the human resource management strategy implemented by the school, the higher the environmentally friendly behavior possessed by school employees. These results support the *theory of Green Human Resource Management* (GHRM) which explains that environmentally oriented HR management practices are able to shape work behaviors that are more concerned about environmental sustainability. In this study, HR strategies can be in the form of environmental training, the formation of a green work culture, motivation, work supervision, and the

implementation of organizational policies that support environmentally friendly behavior. With this strategy, employees become more aware of the importance of protecting the environment in their daily work activities, such as saving energy, reducing paper use, maintaining cleanliness, and using resources efficiently.

In addition, the results of the study also showed an R-square (R^2) value of 0.258 in the Green Behavior variable of School Employees. This value shows that the HR Management Strategy is able to explain the influence on Green Behavior by 25.8%, while the rest is influenced by other factors outside the research. In social research, these values are still acceptable because human behavior is basically influenced by many factors, such as organizational culture, leadership style, individual motivation, environmental awareness, and work environment conditions. Thus, the results of this study prove that HR management strategies have a real contribution to improving the green behavior of school employees, although it is not the only factor that influences this behavior. Overall, this research strengthens modern HR management theory that emphasizes the importance of human resource management that is integrated with environmental sustainability values. Schools as educational institutions not only function as a place of learning, but also have an important role in building an organizational culture that cares about the environment through good and directed human resource management.

Disukusi

This study has a validity test value displayed in the form of a table of *external loadings* results. The table shows how each indicator used to measure the variables of HR Management Strategy and *Green Behavior* of School Employees was tested to ensure the validity of the research instrument. In the HR Management Strategy variable, it is measured by seven indicators (X_1 – X_8) which have an *outer loading* value ranging from 0.720 to 0.877. This value indicates that these indicators have a fairly strong correlation with the construct they represent. In addition, the *Average variance extracted* (AVE) value of 0.644 confirms that this variable meets the requirements of convergent validity, meaning that the indicators are able to explain the construct variance well. The *Heterotrait-monotrait ratio* (HTMT) value of 0.507 also indicates that this construct has adequate discriminatory, so that it can be distinguished from other variables.

Meanwhile, the *variable of Green Behavior* of School Employees was measured by eight indicators (Y_1 – Y_8). The *outer loading* value is mostly above 0.7, with a range between 0.697 to 0.879. This indicates that these indicators are quite strong in explaining the green behavior of school employees. The *Average variance extracted* (AVE) value of 0.691 strengthens the validity of the convergence, while the *value of the Heterotrait-monotrait ratio* (HTMT) of 0.691 indicates the existence of discriminant consistency between constructs. According to the green organizational behavior theory put forward by Ones and Dilchert, green

behavior arises because of organizational support, work culture, and individual awareness of the importance of environmental sustainability. In this study, green behavior is linked to HR management strategies, which means that organizations or schools strive to form environmentally friendly behavior through good HR policies and management.

In the SEM-PLS theory, according to Hair et al. (2021), an outer loading value above 0.70 indicates that the indicator is able to explain the latent construct well so that the indicator is declared valid. This means that the questions used to measure HR management strategies are really relevant in describing how human resource management strategies are implemented in an organization or school. HR management strategy itself in management theory is described as a series of organizational policies and practices in managing the workforce so that organizational goals can be achieved effectively and efficiently. This theory was put forward by Armstrong who explained that HR strategy includes the process of planning, developing, training, evaluating, and forming a work culture that supports organizational goals (Maulidinsalam et al., 2025). In the context of the research in the figure, HR management strategies are directed to build environmentally friendly behaviors (*green behaviour*) on school employees.

From the overall results of the table, it can be understood that this study has good instrument quality because all indicators are able to measure the variables being studied precisely. Theoretically, these results reinforce the view that HR management strategies have an important role in shaping work behaviors that support environmental sustainability. When organizations implement good HR strategies, such as environmental training, building a green work culture, providing motivation, and supervising work behavior, employees will be more encouraged to implement green behavior in daily activities at school. Thus, the research on the image not only shows the statistical validity of the data, but also supports modern HR management theories that emphasize the importance of integration between human resource management and the sustainability of the organization's environment (Sartika, 2024).

Tabel 1. Validity Test Result (Outer Loadings)

Variabel	Code Indicator	Outer Loading	HTM	AVE	Description
HR Management Strategy X	X1	0.720	0.507	0.644	Valid
	X2	0.749	0.507	0.644	Valid
	X3	0.745	0.507	0.644	Valid
	X4	0.875	0.507	0.644	Valid
	X5	0.877	0.507	0.644	Valid

Green Behaviour School Employees Y	X6	0.770	0.507	0.644	Valid
	X7	0.818	0.507	0.644	Valid
	X8	0.848	0.507	0.644	Valid
	Y1	0.848	0.507	0.691	Valid
	Y2	0.879	0.507	0.691	Valid
	Y3	0.696	0.507	0.691	Valid
	Y4	0.827	0.507	0.691	Valid
	Y5	0.841	0.507	0.691	Valid
	Y6	0.859	0.507	0.691	Valid
	Y7	0.860	0.507	0.691	Valid
	Y8	0.826	0.507	0.691	Valid

Source: Processed Primary Data (2026)

The results of the analysis used the SmartPLS 4 application with *the PLS-SEM (Partial Least Square–Structural Equation Modeling)* method. In the picture, there are two blue circles that represent the research variables, namely the HR Management Strategy variable and the *School Employee Green Behavior* variable. Meanwhile, the yellow boxes surrounding the blue circle are indicators or question items used to measure each research variable. The yellow box with codes X1 to X8 is used to measure the HR Management Strategy variable, while the yellow box with codes Y1 to Y8 is used to measure the Green Behaviour variable

School Employees. The line connecting the yellow box with the blue circle indicates the relationship between the indicator and the variable being measured, while the number on the line indicates the value of the outer loading or the level of strength of the indicator in explaining the variable. The relationship between variables is shown by a path coefficient of 0.507. This value indicates the positive influence of HR management strategies on the green behavior of school employees. This means that the better the HR management strategy implemented, the higher the tendency of school employees to behave environmentally friendly. Although the influence is not entirely dominant, it remains significant and provides empirical evidence that HR management practices contribute to the formation of green behaviors.

The blue circle that reads HR Management Strategy is an independent variable or influencing variable. These variables are measured using eight indicators displayed in the yellow box. The outer loading value on each indicator shows a fairly high result, which is > 0.001. In the SEM-PLS theory, an outer loading value above 0.70 indicates that the indicator is valid and able to explain the variable well. This means that all indicators in the yellow box

are able to accurately represent the concept of HR management strategy. HR management strategy itself in management theory is described as an organization's effort to manage human resources through planning, training, development, motivation, and evaluation so that organizational goals can be achieved effectively. According to Armstrong, HR strategy is a planned approach to improve organizational quality through good workforce management. In this study, HR management strategies are directed to form work behaviors that care about the environment.

The second blue circle, namely *Green Behavior* of School Employees, is a dependent variable or variable that is affected. These variables are also measured using eight indicators displayed in yellow boxes with codes Y1 to Y8. The outer loading value in these indicators is also relatively high, because the average has met the standard value, which is >0.001 . This shows that these indicators are valid and able to describe the environmentally friendly behavior of school employees well. Green behavior in green organizational behavior theory is defined as individual behavior that supports environmental sustainability, such as saving energy, reducing paper use, maintaining a clean work environment, and using resources efficiently. According to Ones and Dilchert's theory, green behavior in an organization is influenced by work culture, organizational policies, and management support. Therefore, a good HR management strategy can be an important factor in shaping employee green behavior.

The line connecting the two blue circles shows the influence relationship between HR Management Strategy on School Employee Green Behavior. The number 0.507 contained in the line is the *path coefficient* value. This value shows that HR management strategies have a positive influence on the green behavior of school employees. This means that the better the HR management strategy implemented by the school, the higher the environmental care behavior possessed by school employees. In the theory of *Green Human Resource Management* (GHRM), environment-based human resource management is able to form a work culture that is more concerned about environmental sustainability. Practices such as environmental training, the establishment of green work rules, rewarding environmentally friendly behavior, and socializing green culture can increase environmental awareness among employees.

In addition, the number 0.258 contained in the blue circle of *School Employee Green Behavior* shows the R-square (R^2) value. This value shows that the HR Management Strategy is able to explain the influence on *the Green Behavior* of School Employees by 25.8%, while the rest is influenced by other factors outside the study. In the statistical theory of SEM-PLS, the R-square value is used to see how much the ability of independent variables to explain dependent variables. Although the value is not very large, it still shows a significant influence in social research, because human behavior is usually influenced by many other factors, such

as organizational culture, leadership, individual awareness, work environment, and personal motivation.

Overall, this study shows that all yellow boxes as research indicators have been able to measure the variables in the blue circle well and validly. In addition, the results of the relationship between the blue circles also prove that HR management strategies have a positive influence on the green behavior of school employees. This research strengthens the theory of *Green Human Resource Management* which explains that organizations can form environmentally friendly behavior through proper human resource management. Thus, schools as educational organizations can improve employees' environmental care behavior through good HR strategies, such as training, supervision, motivation, and the formation of a green work culture.

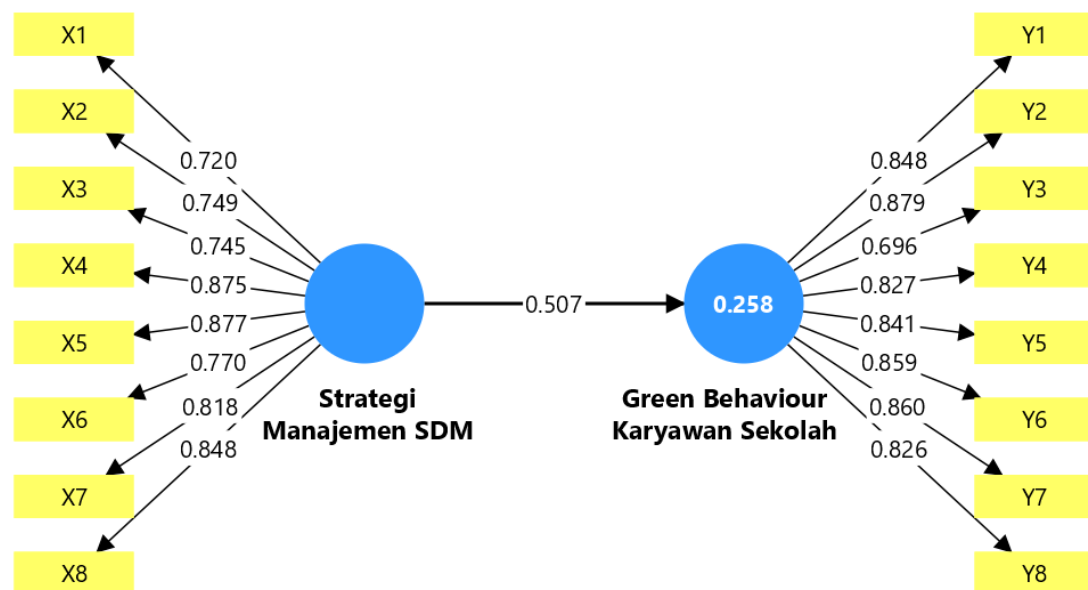


Figure 1. Structural Model Estimation Results (PLS Algorithm)

Source: SmartPLS Data Analysis Results (2026)

Uji hypothesis

To prove the hypothesis, significance submission was carried out by comparing the value of the path coefficient and the significance value (bootstrapping P-values). A summary of the test results is presented in Table 2:

Table 2. Results of Direct Influence Hypothesis Submission

Relationship	Path	T-Statistics	P-Values	Remarks
Path	Coefficient			
HR Management Strategy (X) →	0.507	3.770	< 0.001	Accepted

Green Behavior of
School Employees
(Y)

Source: Processed Primary Data (2026)

Based on the table above, the following conclusions can be drawn:

1. Based on the results in the table, the HR Management Strategy variable (X) has a positive influence on the Green Behavior of School Employees (Y). This can be seen from the path coefficient value of 0.507 which shows that the better the HR management strategy implemented, the green behavior of school employees will also increase. The value of a positive coefficient indicates a unidirectional relationship between the two variables.
2. The results of the hypothesis test showed a T-Statistics value of 3.770 and a P-Values of < 0.001 . T-Values greater than 1.96 and P-Values smaller than 0.05 indicate that the effect is statistically significant. Therefore, the research hypothesis is accepted, which means that HR management strategies are proven to have a real effect on the green behavior of school employees.

Discussion

Human resource management (HR) strategy is an approach that is systematically designed to manage the workforce in order to be able to support the achievement of organizational goals effectively and sustainably. In the context of modern organizations, HR management strategies are no longer understood simply as administrative activities such as recruitment, payroll, or performance appraisals, but have evolved to become a core part of organizational strategy. This approach is known as *Strategic Human Resource Management* (SHRM), which is the integration of HR policies with the organization's vision, mission, and strategy to create a competitive advantage. SHRM places people as strategic assets that have values, abilities, creativity, and knowledge that can determine the success of an organization in facing changes in the dynamic business environment (Wiryo et al., 2025).

Grand theory that are widely used in HR management strategies are *Dynamic Capability Theory*. This theory emphasizes that organizations must have the ability to adapt to changes in the external environment such as technological developments, globalization, digitalization, and changes in market behavior. In this context, HR strategy is an important instrument to build organizational adaptability. Organizations need to create human resources that are flexible, innovative, and able to learn continuously to keep companies competitive. Strategies such as *upskilling*, *reskilling*, *talent management*, and the development of an adaptive organizational culture is an important part of the implementation of this theory (Nugroho & Tambunan, 2025). Thus, HR strategies not only function to

maintain the workforce, but also become a tool for organizational transformation in the face of the uncertainty of the modern business environment.

In its implementation, HR management strategies include various important aspects that are interrelated. The first is the recruitment and selection strategy. The organization must be able to attract candidates who fit the needs and culture of the organization. Strategic recruitment is carried out not only on the basis of technical ability, but also considers the character, values, cooperative ability, and future development potential of the individual. Therefore, modern companies often use *competency-based recruitment* to ensure that the recruited workforce is truly able to support the organization's strategic objectives (Premisari et al., 2022).

The second is the training and development strategy. Human resource development is the main factor in increasing organizational productivity and competitiveness. The training not only aims to improve employees' technical skills, but also builds *soft skills* such as leadership, communication, creativity, and *problem-solving* skills. In the digital era, organizations are required to continuously update employee competencies to match technological developments and industry needs. Therefore, *learning organization* is an important concept in modern HR management strategies because organizations must create a sustainable learning culture.

The third is the performance management strategy. The performance appraisal system is a tool to measure the extent of employee contribution to the achievement of organizational goals. This strategy is carried out through setting work targets, periodic evaluations, providing feedback, and appreciating employee achievements. Organizations that implement performance management effectively will be able to increase work motivation, productivity, and employee satisfaction. In addition, the reward and punishment system is also an important part so that employees have responsibility for the work done.

The fourth is the compensation and welfare strategy. The provision of salaries, incentives, bonuses, and work facilities must be designed in a fair and competitive manner so that employees feel valued. A good compensation strategy can increase loyalty and lower employee *turnover rates*. In the latest developments, organizations have also begun to pay attention to the psychological well-being of employees through *work-life balance*, mental health, work flexibility, and a healthy work environment. This shows that HR management strategies focus not only on productivity, but also on the quality of life of the workforce.

The fifth is the strategy for developing organizational culture and leadership. A strong organizational culture can create a shared identity and values that influence employee behavior at work. Leaders have an important role in building a work culture that is positive, collaborative, innovative, and oriented towards achieving organizational goals. Therefore,

leadership development strategies are an important part of HR management so that organizations have quality leader regeneration in the future.

From an international perspective, HR management strategies are also closely related to organizational globalization. Multinational companies need HR strategies that are able to manage cultural diversity, differences in work systems, and other global challenges. Concept *Strategic International Human Resource Management* (SIHRM) explains that international human resource management must take into account cultural, legal, political, and economic factors in each country where the organization operates. Therefore, global organizations need strategies such as *cross-cultural training*, *international staffing*, and *global talent management* in order to be able to maintain the effectiveness of cross-border organizations (Madinah et al., 2020).

The development of digital technology and artificial intelligence also has a great influence on HR management strategies. Today, many organizations use *Human Resource Information System* (HRIS), *artificial intelligence*, and *data analytics* to increase the effectiveness of human resource management. Technology assists organizations in the recruitment process, performance analysis, competency development, and strategic decision-making related to labor. However, the use of technology still requires an approach *human-centered* so that the organization does not lose the humanitarian aspect in employee management (Pratama et al., 2023).

Overall, HR management strategy is an important process that determines the success of an organization in achieving long-term goals. HR is no longer considered an organizational cost, but rather a strategic investment that is able to create a competitive advantage. Organizations that are able to manage human resources effectively will have a workforce that is competent, loyal, innovative, and adaptive to change (Ainiyah et al., n.d.). Therefore, HR management strategies must be designed in an integrated manner with organizational strategies in order to create sustainability and improve organizational performance optimally.

Research on environmentally sound human resource (HR) management strategies or *Green Human Resource Management* (GHRM) has been growing in recent years, especially in relation to the formation of *green behaviour* or the environmentally friendly behavior of employees. Various international studies show that organizations that implement environmentally-based HR strategies are able to increase ecological awareness, environmental responsibility, and green work behavior of employees. The strategy includes *green recruitment*, *green training*, *green performance appraisal*, *green compensation*, and *green involvement* designed to build a sustainable organizational culture (Zebua, 2026). However, most previous research still focused on the industrial sector, manufacturing companies, hospitals, and universities, while research specifically addressed the influence of environmentally sound HR management strategies on the impact of environmentally sound

HR management strategies on *green behaviour* School employees are still very limited. This condition shows that there are new research opportunities that have a high value of originality in the field of education management and green human resource management.

The current phenomenon shows that environmental awareness in educational institutions is still facing various challenges. Many schools have adopted the concept of green schools or *Superstition*, but the implementation of environmentally friendly behavior among school employees is still not optimal. Wasteful behavior of electricity, the use of single-use plastics, lack of waste management, and low employee participation in school environment programs are still found. This condition shows that the success of the school environment program depends not only on formal policies, but also on the individual behavior of all school residents, including education staff and administrative employees (Kunti Zahra Zamanina, 2025).

Another phenomenon that is developing is the increasing attention of the education world to environmental sustainability issues due to climate change, environmental pollution, and increasing global ecological damage. Schools today are not only required to produce academically intelligent students, but also to have concern for the environment. Therefore, all elements of the school, including employees, are required to be role models in environmentally friendly behavior. But in reality, many schools still focus on administrative and academic aspects without paying attention to strengthening environmental culture in human resource management. This causes the green behavior of employees to not develop optimally.

This phenomenon encourages the importance of research on "The Influence of Environmentally Sound HR Management Strategies on Green Behavior of School Employees." This research is relevant because environmentally friendly HR management strategies are seen as able to shape employees' environmentally friendly behavior through green recruitment policies, environmental training, environmental-based performance evaluation, awarding green behavior, and forming an organizational culture that supports environmental sustainability. International research shows that Green HRM practices have a significant influence on *employee ecological behavior* and *pro-environmental behavior*.

Nevertheless, research on *green behaviour* in school employees is still relatively small compared to research in the industrial and university sectors. Most previous studies have mostly discussed the green behavior of lecturers, company employees, or industrial employees. Therefore, research on school employees has a high value of originality because schools have different organizational characteristics. The school environment is not only oriented to work productivity, but also to the formation of character and environmental culture for all school residents. Thus, this research has an important contribution to the development of the study *Green Human Resource Management* in the school education sector (Scott, 2025).

In addition to having a theoretical contribution, this research also has a practical contribution in supporting sustainable school programs. Environmentally friendly HR management strategies can be a solution in increasing the ecological awareness of school employees so that a work culture that is more environmentally concerned is created. If the green behavior of school employees increases, the school environment will become cleaner, healthier, energy-efficient, and support the educational process based on environmental sustainability.

Conclusion

Based on the overall research, it can be concluded that human resource management (HR) strategies are an important part of achieving organizational goals effectively and sustainably. Modern HR strategies not only focus on employee administrative management, but are also directed at building a workforce that is competent, adaptive, innovative, and able to cope with changes in the global environment. Through the *Strategic Human Resource Management* (SHRM) approach and *Dynamic Capability Theory*, organizations are required to develop human resources through proper recruitment, continuous training, performance management, organizational culture development, and the use of technology in order to be able to create competitive advantage and organizational sustainability.

In addition, the development of the concept of *Green Human Resource Management* (GHRM) shows that HR strategies also play an important role in shaping *green behavior* or environmentally friendly behavior of employees. In the context of schools, green behavior of employees is needed to support the creation of a clean, healthy, and sustainable school environment. However, the phenomenon that occurred shows that environmental awareness among school employees is still not optimal, such as energy waste, lack of waste management, and low participation in school environmental programs. Therefore, research on "The Influence of Environmentally Sound HR Management Strategies on *Green Behavior* of School Employees" is important because it can make a theoretical and practical contribution in building a school culture that cares more about the environment through the implementation of sustainability-based HR strategies.

Suggestions

Based on the results of the study, it is suggested that schools further improve the implementation of environmentally friendly HR management strategies through environmental training, the formation of a green work culture, and the provision of motivation and rewards to employees who implement environmentally friendly behaviors. With this strategy, it is hoped that the awareness and *green behavior* of school employees can increase so that they can create a cleaner, healthier, and more sustainable school environment. In addition, researchers are further advised to add other variables such as organizational culture,

green leadership, or work motivation so that research on *the green behavior* of school employees can develop more broadly and in-depth.

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