A RELATIONS BETWEEN GREEN HUMAN RESORCE MANAGEMENT (GHRM) AND ENVIRONMENTALLY FRIENDLY BEHAVIOR : PERCEPTIONS OF STUDENTS AS PROSPECTIVE EMPLOYEES

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ABSTRACT

This study examines the relationship between Green Human Resource Management (GHRM) practices and environmentally friendly behavior among students of Raden Mas Said State Islamic University Surakarta as prospective employees. The study employed a quantitative cross-sectional method, analyzing data from 160 students using Structural Equation Modeling (SEM) with Partial Least Squares. Results indicate that GHRM positively influences both task-related and voluntary green behaviors. Specifically, Green Recrutment and Selections (GRS), Green Performance Management (GPM), and Green Compensation management (GCM) significantly affect task-related behavior, while GRS, Green Training and Development (GTD), GPM, and Green Employee Involement (GEI) impact voluntary behavior. Green psychological climate mediates this relationship, though its indirect effects were weaker than expected. These findings highlight GHRM's role in promoting green behaviors among prospective employees, offering insights for organizations seeking to attract environmentally conscious talent. The study contributes empirical evidence on GHRM's impact from the perspective of future employees.

Keywords : *Green Human Resource Management ; Employee Green Behavior ; Green Psychology Climate ; Green Recrutmen and Selection ; Green Training and Development ; Green Performance Management ; Green Compensation management ; Green Employee Involement*

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INTRODUCTION

Environmental issues are currently being discussed globally by both the government and business actors (companies). Companies are required not only to focus on production activities, but also to pay attention to organisational management systems that also focus on environmental conditions to maintain environmental sustainability. (Ilham & Widodo, 2021). In a competitive global economy, companies must not only be efficient but also prioritize environmental responsibility (Ercantan & Eyupoglu, 2022). Because environmental responsibility can affect the success and sustainability of a company. Corporate greening and eco sustainability have emerged as top priorities for decision-makers in the 21st decade (Supriatna, 2021), that led to the search for new Alternatives to traditional Human Resource (HR) management. Within a company, an employee plays a major role in greening the company through a variety of eco-friendly behaviours (Purnomo, 2021). Human resource management is a powerful system for promoting green and sustainable approaches, particularly in the context of new green human resource management research focused on environmental sustainability (Chiappetta Jabbour et al., 2019). Dumont et al., (2017) and Utama et al., (2022) stating that green human resource management (GHRM) is one of the topics that need to be considered to improve Employee Green Behaviour (EGB), because with the GHRM mechanism, employees begin to care about sustainability in and out of the workplace.

Workplace Green Behaviour is also known as the Employee Green Behavior (EGB) concept (Kurniawan, 2022). Research from Antika & Suryani, (2024), Ercantan & Eyupoglu, (2022) dan Isrososiawan et al., (2020) has emphasised the urgency of developing environmentally friendly behaviour among both employees and students as future workers. In order to broaden the scope and context of these findings, this study specifically highlights students at the Raden Mas Said State Islamic University (UIN) in Surakarta as the research subjects. The selection of this subject is based on the relevance of students' role as agents of change and potential future professionals who can bring sustainability values into the workplace. The impact of green Human Resource Management (GHRM) implementation explain that GHRM is a new knowledge that needs to be analysed again. Some research from Antika & Suryani, (2024); Ercantan & Eyupoglu, (2022) dan Sabokro et al., (2021) explained that employee behaviour is the main and sustainable success factor for successfully implementing environmental programs within the Company. Therefore, employee behaviour is referred to as the main factor that has a permanent contribution to the success of creating a green company (Siburian & Sugiarto, 2022), with impacts not only to the environment but also to the business and members of the company. Yet, understanding the impact of green human resource management requires considering psychological and personal aspects, as these factors explain its effect on employee green behavior (Younis & Hussain, 2023). The practice of GHRM in the organisation also contributes to a psychological green climate that supports employees' sustainability behaviours (Younis & Hussain, 2023). Therefore, psychological green climate is a mediating variable between GHRM and employee green behaviour because it affects the environmental balance of the company.

While this study provides an initial understanding of how green human resource management practices predict individual employee behaviour, more in-depth knowledge is needed on the processes and mechanisms by which GHRM practices influence individual employee behaviour (Muchtadin, 2022). Research Antika & Suryani, (2024), Ercantan & Eyupoglu, (2022) dan Uslu et al., (2023) stated that GHRM practices have an effect on employees' green psychology. Our research aims to analyse the relationship and impact of GHRM practices and Employee Green Behaviour from the

perspective of Raden Mas Said Surakarta State Islamic University students as prospective employees through various mechanisms grounded in social identity theory, PO-fit theory, AMO theory, value needs theory (S-V fit), This study investigates the mediating effect of the green psychological climate in the relationship between GHRM and EGB, Prepare prospective employees to master GHRM principles to face industrial transformation, encourage prospective employees with a suntainability mindset to contribute to innovative solutions.

A study of GHRM's role in environmentally friendly behavior with the object of students as prospective employees was conducted at Near East University, Turkey (Ercantan & Eyupoglu, 2022). As with the previous research from (Ercantan & Eyupoglu, 2022), This research uses students of Raden Mas Said State Islamic University Surakarta as prospective employees and not job seekers, therefore they can accept any job. Such is the case with current employees who are already working in an organisation or company even though they are still looking for a job elsewhere. A research from Benraïss-Noailles et al., (2021) in his research shows that application of corporate social responsibility can be perceived by the organisation and in this perception has a role in attracting prospective employees. Students‘ perceptions as prospective employees on green sustainability and students' engagement in job seeking (Hanson-Rasmussen et al., 2014), and Perceptions about GHRM influence students' interest as potential employees. (Febrianty & Muhammad, 2023). Although research on the development of organisational green strategies has grown rapidly, the factors that influence Employee Green Behaviour still require further research.

Therefore, this study contributes to reproducing previous studies. We want to analyse whether the results obtained in this institution are similar or different from the findings of previous studies, and literature development, this study is an empirical addition to the literature on GHRM and EGB, and The results of this study can help organizations design effective GHRM strategies to attract and retain highly environmentally conscious employees, especially from students' perspectives as potential employees, and show organisations to understand the increased interest and attention to attract potential employees who indicate eco-friendly behaviour in the workplace.

LITERATURE REVIEW AND HYPOTHESIS

Green Human Resource Management and Employee Green Behavior

The green human resource management (GHRM) is an important factor in the promotion of green behaviour among employees. Green Human Resource Management is a human resources support process aimed at environmental management objectives (Renwick et al., 2008). Green Human Reosurce Management (GHRM) is a management practice that supports environmental sustainability. GHRM is a series of activities oriented towards raising employee awareness so that they are more responsible for environmentally friendly behaviour both as a duty of the organisation and voluntarily (Ercantan & Eyupoglu, 2022; Sabokro et al., 2021). The role of GHRM on Employee Green Behaviour is one of the main orientations, so that employees can raise awareness regarding environmentally friendly behaviour so that the impact of environmental damage will decrease. The main objective of GHRM is to create an ecological workplace and environmentally responsible worker attitudes (Renwick et al., 2008). This goal is in line with HR's function as a driver of environmental sustainability in an organisation by aligning its practices and policies with sustainability goals that reflect a focus on the environment (Dumont et al., 2017).

GHRM's role is to facilitate the development of a green workforce that both understands and values environmental initiatives. Mishra (2017) states that GHRM is adopted throughout HRM phases—GRS, GTD, GPM, GCM, and GEI—to realize green goals. Environmental awareness, training and development, employee environmental performance evaluation (EP) should be part of GHRM (Perron et al., 2006). GHRM involves hiring individuals who support the organization's green values and goals, as well as developing training programs designed to enhance employees' environmental knowledge, skills, awareness, and attitudes (Cheema et al., 2020). Through GHRM activities, GHRM can measure and influence both mandatory and voluntary green behaviour of employees.

Employee Green Behaviour (EGB) is wanting to get involved in doing environmentally friendly (Scherbaum et al., 2008). Examples of environmentally friendly behaviour include reducing the use of paper by printing documents on both sides, turning off lights, shutting down computers and other work equipment that are not in use, sorting waste into organic and non-organic waste and recycling, and so on. Kemployee involvement in green behaviour is an effective and efficient way to create environmentally responsible employees (Djellal & Gallouj, 2016; Kangasniemi et al., 2014). There are two forms of environmentally friendly behaviour among employees, duty-based and voluntary (Norton et al., 2015). Task-related eco-friendly behaviour is behaviour that is carried out under organisational boundaries and within the scope of work tasks that must be carried out.

Eco-friendly behaviour that is a personal effort and exceeds organisational expectations is called voluntary employee eco-behaviour (Norton et al., 2015). Task-based green behavior is formally defined within job descriptions (Bissing-Olson et al., 2013). While voluntary behaviour not included in the standard scope of work description, It enhances the organization's long-term viability through the combined efforts of employees (Lamm et al., 2013).

Social identity theory (SIT) provides a theoretical foundation for employee psychological processes of corporate green efforts: organisational commitment acts as a mediator of GHRM on green behaviour (Yusoff, 2019). GHRM has a positive effect on the environmentally friendly behaviour and sustainable performance of the Company. GHRM has been investigated in previous research at Near East University, Turkey (Ercantan & Eyupoglu, 2022), as well as research on the GHRM model in the province of Punjab, Paskitan (Ahmad et al., 2023). As the GHRM role is highly respected and officially valued, it is expected to have direct effect on the Company's green task-related behaviours, which are standard workplace behaviours. GHRM can influence task-related workplace green behaviour both directly and indirectly, but GHRM only influences voluntary behaviour indirectly. (Dumont et al., 2017). The research suggests that how GHRM practices can encourage employees to perform environmentally friendly behaviours to support environmental sustainability in the Company (Ercantan & Eyupoglu, 2022; Sabokro et al., 2021). Research on the role of GHRM in the context of Employee Green Behaviour shows that employee awareness of the environment is still lacking so that orientation in service to the environment is still lacking. Employee Environmental Friendly Behaviour can impact the organisation's identity as an organisation that cares about the environment.

Hypothesis 1a (H1a) : perceptions of GHRM are positively related to task-related green behaviours of prospective employees.

Hypothesis 1b (H1b): perceptions of GHRM are positively related to prospective employees' voluntary green behaviour

Green Recrutmen and Selection

The first thing a prospective employee encounters when applying for a job is the recruitment and selection process. Green Recruitment and Selection is an important aspect of GHRM implementation (Raharjo & Wening, 2023). The previous study stated that environmental issues should be considered in the recruitment process and with green recruitment prospective employees should be able to increase awareness of environmentally friendly behaviour (Ercantan & Eyupoglu, 2022; Raharjo & Wening, 2023). Green consciousness of potential employees is a major factor in the recruitment and selection process in GHRM organisations (Perron et al., 2006). The employee is more likely to disclose behaviour that is consistent with the organisation's goals when a fit exists between the person and the organisation (PO-Fit). Based on PO-fit theory, environmentally conscious employees are constant evidence that organisational practices are aligned.

H1a1: RS-green perceptions are positively correlated with prospective employees' task-related green behaviours

H1a2: RS-Green perceptions are positively correlated with prospective employees' voluntary eco-behaviour

Green Training and Development

Green Training and Development is one aspect of GHRM that plays a role in efforts for sustainable businesses and can enhance organizational environmental performance. Green training and development plays an important role in improving employees' understanding of sustainability and environmental protection (Utama et al., 2022). Therefore, Training effectively increases employee awareness, knowledge, and skills (Novie et al., 2023). The programme focuses on fostering environmental awareness, inculcation green values, and enhancing the ability of prospective employees to implement environmentally friendly work practices, To reach the company's environmental objectives. Based on AMO theory, employees' abilities must be improved to solve environment-related problems. previous studies of Ercantan & Eyupoglu, (2022) dan Purnomo, (2021) stated that green training and development has a positive relationship with employees' duty-related and voluntary Eco-Behaviour.

H1a2: TD-Green perceptions are positively correlated with prospective employees' task-related green behaviours

H1b2: TD-Green perceptions are positively correlated with prospective employees' voluntary green behaviour

Green Performance Management

Performance management is critical to the success of environmental efficiency programmes. Green Performance Management is a system for employees to align their behaviour with the company's green goals (Pham et al., 2019). Work appraisal is a crucial component in green performance management, it significantly impact on the reward and compensation system for managers and employees of the company. in AMO theory, motivation contributes to the creation of green performance standards for each employee and can analyse their green performance (Isrososiawan et al., 2020). with individual green performance appraisals, it can motivate employees to increase their contribution to green behaviour, both in mandatory and voluntary tasks (Dumont et al., 2017; Sabokro et al., 2021).

H1a3: PM-Green perceptions are positively correlated to prospective employees' task-related green behaviour

H1b3: PM-Green perceptions are positively correlated to prospective employees' voluntary green behaviour

Green Compensation Management

Green compensation is a reward given to employees in the form of financial and non-financial assets. The rewards given to employees aim to retain and motivate in realising the company's environmental goals (Mandago, 2018). The provision of financial and non-financial rewards can incentivize employees' environmental behavior. AMO theory supports GCM in motivating employees to improve green performance in line with organisational goals. previous research from Ercantan & Eyupoglu, (2022) dan Raharjo & Wening, (2023) stated that the implementation of Green Compensation management provides positive results and motivates employees to contribute to duty-related and voluntary environmentally friendly behaviour.

H1a4: Green perceptions are positively correlated with prospective employees' task-related green behaviour

H1b4: CM-Green perceptions are positively correlated to prospective employees' voluntary green behaviour

Green Employee Involvement (GEI)

Employee involvement in green behaviour is an impactful aspect of organisational sustainability. Increasing employees' contribution to green behaviour can be achieved through their direct involvement in the company's green functions, raising awareness and active participation (Jamal et al., 2021; Makarim, 2021). Employee involvement is seen as one of the common requirements that is positively correlated with successful GHRM implementation (Hanna et al., 2000). Employee green involvement aims to provide opportunities for employees to engage in environmental initiatives and encourage duty-related and voluntary green behaviour. In line with AMO theory, employee engagement in green behaviour aims to take responsibility (A) for environmental issues and provide opportunities (O) to contribute to the achievement of environmental goals.

H1a5: perceived Green Employee involvement is positively related to prospective employees' task-related green behaviour

H1b5: perceived Green employee involvement is positively associated with prospective employees' voluntary green behaviour

Green Climate Psychology

The psychological green climate is an important factor that is like a picture of employee behaviour. Previous research states plays a mediating role of Psychological Green Climate on green human resource management with eco-friendly behaviour (Tahir et al., 2020). Green behavior is influenced by GHRM implementation, mediated by a psychological green climate that encompasses the organization's green policies, practices, and processes (Li et al., 2023). Green psychological climate functions to explain GHRM influencing employees in environmentally friendly behaviour. A positive green psychological climate can provide feedback that encourages employees to adopt environmentally friendly behaviours, both in work tasks and voluntarily. Therefore, the perception of a green psychological climate is strongly related to employee behaviour. The implementation of green human resource management is the basis for

environmentally friendly activities, which increases employees' awareness of environmental issues, and ultimately creates a green psychological climate in sustainable organisations (Sabokro et al., 2021). Based on the needs and values theory (SV-fit), with the influence of green psychological climate perception, Employee behaviour becomes in line with organisational values, and employees make their own decisions to improve their performance evaluation in solving environmental problems. previous research from (Ercantan & Eyupoglu, 2022) indicates a positive and indirect relationship between GHRM and Employee Green Behaviour with the mediation of Psychological Green Climate.

H2a: GHRM perceptions indirectly influence the task-related green behaviour of prospective employees through the mediation of green psychological climate perceptions.

H2b: GHRM perceptions indirectly influence green behaviour in relation of prospective employees volunteering through the mediation of green psychological climate perceptions.

METHOD

This research was conducted on students of UIN Raden Mas Said Surakarta in October 2024. The type of research used was a quantitative approach with a cross-sectional method. The population in this study was all students of UIN Raden Mas Said Surakarta, totalling 21536 active students (uinsaid.ac.id). The sample size is taken using the hair formula. The recommended sample size is a minimum of 5-10 times the indicator variable (Hair et al., 2019). To measure the sample calculated (total indicators) + (number of parameters) (Hair et al., 2010).

Total Sample = (total indicators) + (number of parameters)
Total Sample = 32 x 5 = 160
Total Sample = 160

In this research, due to the limitations of time, cost, and energy, the number of 160. Meanwhile, the sampling technique used Convenience Sampling Technique. This study was measured using a 5-point Likert scale. Students, as respondents in this study, were asked to imagine themselves as future job seekers and provide responses to each item in this case.

This study utilizes SEM-PLS analysis with SmartPLS 3. PLS is divided into two models, inner and outer models. Inner serves to show the relationship between variables. Outer model serves to show the correlated between variables and their indicators (Sarstedt et al., 2021). Data analysis in this study uses convergent validity, f-Square, R-Square, discriminant validity, reliability test, and hypothesis testing.

RESULTS AND DISCUSSION

Descriptive of Respondent

From the data that has been distributed through Google from research, the following is the age classification of respondents.

Table 1
Description of Respondent Based on Gender

Number	Age	Quantity	Percentage (%)
1	18 Years	4	2,50%
2	19 Years	10	6,25%
3	20 Years	21	13,12%
4	21 years	75	46,88%
5	22 years	44	27,50%
6	>23 Years	6	3,75%
		160	100%

Source: Primary Data (processed), 2025

Table 1 indicates that the majority of respondents in this study were 21 years old (46.88%), with the age distribution ranging from 18 to over 23. Specifically, 2.5% were 18, 6.25% were 19, 13.12% were 20, 27.5% were 22, and 3.75% were over 23.

Table 2
Description of Respondent Based on Gender

Number	Gender	Quantity	Percentage (%)
1	Male	88	55%
2	Female	72	45%
		160	100%

Source: Primary Data (processed), 2025

In Table 2, it can be seen that the criteria for respondents who are male are 88 people with a percentage of 55.%. Then, the criteria for the number of respondents who are female are 148 people with a percentage of 45.%. Thus, in this study, the majority of respondents are male.

Table 3
Description of Respondent Based on Know GHRM Concept

Number	GHRM concept	Quantity	Percentage
1	Yes	160	100%
2	No	0	0%
		160	100%

Source : Primary Data (processed), 2025

Table 3 explains that 160 respondents or 100% stated that they knew the concept of GHRM, while there were no respondents who did not know the concept, with a percentage of 0%.

Table 4
Description of Respondent Based on Faculty

Number	Faculty	Quantity	Percentage
1	Faculty of Economics and Islamic Business	100	62,50%
2	Faculty of Tarbiyah Science	26	16,25%
3	Faculty of Usluhuddin and Dakwah	8	5%
4	Faculty of Sharia	12	7,50%
5	Faculty of Adab and Languages	14	8,75%
		160	100,00%

Source: Primary Data (processed), 2025

From Table 4, respondents from the Faculty of Economics and Islamic Business were 100 students with a percentage of 62.5%, Respondents from the Faculty of Tarbiyah Science were 26 people with a percentage of 16.25%. Respondents from the Faculty of Usluhuddin and Dakwah were 8 people with a percentage of 5%. Respondents from the Faculty of Sharia were 12 people with a percentage of 7.5%. Respondents from the Faculty of Adab and Languages were 14 people with a percentage of 8.75%. Thus, in this study, The main part of the respondents came from the Faculty of Economics and Islamic Business.

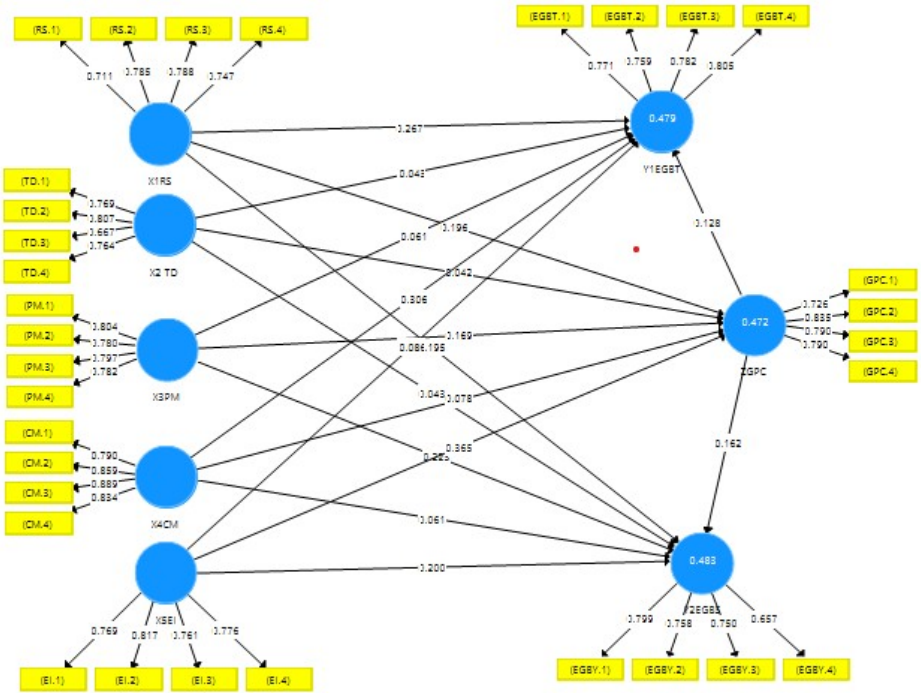
Data Analysis

Outer Model

This test is carried out by clearly identifying the relationship between variables and their indicators, using validity and reliability tests (Sarstedt et al., 2021)

Convergent validity

Convergent Validity measurement is carried out to determine the correlations between constructs and latent variables, which can be observed through the loading factor value. a correlation is considered valid if the value is> 0.7 (Hair et al., 2010). In empirical research, a loading factor value of >0.5 is acceptable, even a value of >0.4 is still acceptable (Haryono, 2017). In this study, a threshold of >0.6 is used to be considered valid. The following are the results of the measurement model test from the SmartPLS output.



Source: SmartPLS 3.2.9, data processed (2025)

Figure 1
Measurement Test Model

Figure 1 shows that the measurement model test value has met the recommended criteria, which is > 0.6. The lowest value was recorded at 0.657 for indicator EGBY.4. The conclusion is that the outerloading value on the indicator is considered valid and has met the convergent validity criteria.

Reliability Test

In reliability testing can determined from Cronbach's alpha and composite reliability values of the indicators that measure each variable. According to Haryono, (2017), if the value is > 0.7 on composite reliability and Cronbach's Alpha, it can be said to be reliability. The following values of Cronbach alpha and Composite reliability have met the requirements > 0.7 and can be said to be reliable.

Table 5
Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
(X) GHRM	0,839	0,843	0,879	0,513
(X1) GRS	0,753	0,752	0,844	0,576
(X2) GTD	0,764	0,766	0,849	0,584
(X3) GPM	0,758	0,762	0,846	0,579
(X4) GCM	0,866	0,874	0,909	0,714
(X5) GEI	0,750	0,750	0,842	0,573
(Y1) EGBT	0,700	0,715	0,815	0,526
(Y2) EGBS	0,707	0,714	0,820	0,535
(Z) GPC	0,785	0,784	0,862	0,610

Source: SmartPLS 3.2.9, data processed, 2025

From Table 5, all GHRM variables and their dimensions have met the reliability requirement of > 0.7.

Discriminant validity

Discriminant validity ensures that a construct is different from others by comparing loading values. If the value is higher, it is considered adequate (Tentama & Situmorang, 2019). Valid discriminant validity is characterised by the condition where for each construct the square root value of the Average Variance Extraced (AVE) must exceed the value of the correlation that exists between the constructs in the model.

Table 6
Discriminant Validity (Fornell-Larcker Criterion)

	X1RS	X2 TD	X3PM	X4CM	X5EI	Y1EGBT	Y2EGBS	ZGPC
(X1) RS	0,759							
(X2) TD	0,411	0,764						
(X3) PM	0,421	0,539	0,761					
(X4) CM	0,438	0,478	0,373	0,845				
(X5) EI	0,507	0,504	0,500	0,400	0,757			
(Y1) EGBT	0,513	0,403	0,480	0,470	0,456	0,725		
(Y2) EGBS	0,485	0,496	0,519	0,393	0,515	0,534	0,731	
(Z) GPC	0,528	0,467	0,443	0,451	0,526	0,447	0,513	0,781

Source: SmartPLS 3.2.9, data processed, 2025

Table 7
Discriminant Validity (Fornell-Larcker Criterion)

	GHRM (X)	EGBT (Y1)	EGBS (Y2)	GPC (Z)
GHRM (X)	0,716			
EGBT (Y1)	0,510	0,725		
EGBS (Y2)	0,496	0,534	0,731	
GPC (Z)	0,512	0,447	0,515	0,781

Source: SmartPLS 3.2.9, data processed, 2025

Based on the test results, the root AVE for the GHRM construct is 0.716, for green recruitment & selection (RS) is 0.759, for green training and development (GTD) is 0.764, for green performance management (GPM) is 0.761, for Green Compensation management (GCM) by 0.845, for green Employee Involvement (gEI) by 0.757, for Task-related EGB by 0.725, for voluntary EGB by 0.731, for green psychology climate (GPC) by 0.781.

Inner Model

The Inner Model examines the relations between the independent and dependent variables in this study to test the established hypotheses (Purwanto & Sudargini, 2021).

R-square

R-square explains this coefficient of determination shows how much the value of the independent variable affects the dependent variable. The strength of the variation explanation is divided into 3 criteria, R-Square 0.57 states a strong impact, 0.33 states a moderate impact, and 0.19 states a weak impact (Hair et al., 2010).

Table 8
R-Square Dimension

	R Square	Adjusted R Square
Y1EGBT	0,406	0,382
Y2EGBS	0,438	0,416
ZGPC	0,423	0,404

Source: SmartPLS 3.2.9, data processed, 2025

Based on table 8 the task-related EGB value is 0.406, which states a moderate influence, this value means that 40% of the task-related EGB variables are influenced by GRS, GTD, GPM, GCM, and EI, while the other 60% are influenced by other factors. Voluntary EGB is 0.438 which states a moderate influence, this value means that 43% of task-related EGB variables are influenced by GRS, GTD, GPM, GCM, and EI, while 57% are influenced by other factors. While the value of Green Psychology Climate is 0.423 which states a moderate influence, this value means that 42% of task-related EGB variables are influenced by GRS, GTD, GPM, GCM, and EI, while 58% others are influenced by other factors.

Table 9
R-Square GHRM

	R Square	R Square Adjusted
Y1EGBT	0,307	0,298
Y2EGBV	0,338	0,330
ZGPC	0,262	0,257

Source: SmartPLS 3.2.9, data processed, 2025

Based on table 9, the value of task-related EGB is 0.307, which states a weak influence, this value states that 30,7% of task-related EGB variables are influenced by GHRM, while 69,3% are influenced by other factors. Voluntary EGB is 0.338 which states a moderate influence, this value means that 33,8% of task-related EGB variables are influenced by GHRM, while 66,2% are influenced by other factors. While the value of Green Psychology Climate is 0.262 which states a weak influence, this value means that 26,2% of task-related EGB variables are influenced by GHRM, while 73,8% are influenced by other factors.

F-Square

The f-Square method is used to measure the change in R-square in the depenedent variable construct, which describes the impact of independent variables. F-Square values are divided into 3 categories: 0.02 for small impact, 0.15 for medium impact, and 0.35 for large impact. (Hair et al., 2019)

Table 10
F-Square

	(Y1) EGBT	(Y2) EGBV	(Z) GPC	Interpretation
(X) GHRM	0,154	0,110	0,355	Medium (to Y1 & Y2), large (to Z)
(X1) GRS	0,058	0,024	0,074	Small to Y1, Y2 and Z
(X2) GTD	0,000	0,021	0,015	No effect to Y1, small to Y2 & Z
(X3) GPM	0,048	0,048	0,011	Small (to Y1 & Y2), very small (to Z)
(X4) GCM	0,050	0,002	0,029	Small (to Y1), insignificant (to Y2), small (to Z)
(X5) GEI	0,010	0,024	0,052	Very small (to Y1), small (to Y2 & Z)
(Z) GPC	0,006	0,032		Very small (to Y1), small (to Y2)

Source: SmartPLS 3.2.9 Output, Data Processed, 2025

Hypothesis Test

The final result of model in this study is hypothesis. This testing is done through the boostraping method in SmartPLS. Relations between the variables in this study model serves to measure the previously hypothesised relations. If the T Statistics value> 1.64 and P Values <0.05 then the hypothesis is accepted. Thus, the identified relationship can be considered positively and significantly influential (Hair et al., 2019).

Table 11
Result T-Statistik and P-Value GHRM, RS, TD, PM, CM dan EI (X, X1a, Xa2, Xa3, Xa4. Xa5) Positively Related to Employees' Task-related Employee Green behaviour (Y1)

Hyphotesis	Total Effects	Dirrect Effects	Specific Indirect Effects	Sample Mean (M)	STDEV	T Statistics (|O/STDEV|)	P Values	Hypothesis acceptance
H1a (GHRM)	0,510	0,381	0,129	0,389	0,094	4,069	0,000	Accepted
H1a1 (GRS)	0,257	0,237	0,020	0,239	0,096	1,790	0,007	Accepted
H1a2 (GTD)	0,011	0,001	0,009	0,008	0,090	0,090	0,495	Rejected
H1a3 (GPM)	0,224	0,216	0,009	0,217	0,097	2,230	0,013	Accepted
H1a4 (GCM)	0,221	0,210	0,012	0,209	0,098	2,147	0,016	Accepted
H1a5 (GEI)	0,120	0,103	0,017	0,098	0,085	1,211	0,113	Rejected

Source: SmartPLS 3.2.9, data processed (2025)

Direct Effect

Table 11 explains that H1a shows a positive relations of GHRM and employees' green behaviour related to tasks with P values of 0.000 and a positive Originale sample of 0.381 or 38%. This states that hypothesis 1A is acceptable, so a positive and significant relations between GHRM and Employee Green Behaviour related to tasks in students of UIN Raden Mas Said Surakarta. Consistent with Ercantan & Eyupoglu (2022) research, this study confirms a positive relations between GHRM and task-related Employee Green Behavior. then, (Antika & Suryani, 2024) in his research also states that there is a positive relationship between GHRM and Employee Green Behaviour related to tasks. This is in accordance with the research objectives which state that there is a positive impact related to GHRM practices on task-related Employee Green Behaviour from student perceptions. With positive results, students are expected to be able to apply positive practices in the workplace in the future. And students are able to instil a sustainability mindset in order to create innovative environmental solutions.

Then table 11 also explains that H1a1 (GRS), H1a3 (GPM), and H1a4 (GCM) have a positive relationship with P-values < 0.05 and T Statistics > 1.64. so there's a positive and significant Relations between GHRM and Employee Green Behaviour related to tasks in students of Raden Mas Said State Islamic University Surakarta. Consistent with Ercantan & Eyupoglu, (2022) research, this study confirms the GHRM dimension to task-related Employee Green Behaviour is positively related. The findings are consistent with the research objectives, which hypothesize a positive impact of GHRM dimensions on student-perceived, task-related Employee Green Behavior. Meanwhile H1a2 (GTD) and H1a5 (GEI) explain that there is no significant relationship with Employee Green Behaviour related to tasks because the results of Hypothesis 1a2 (p = 0.495 and T = 0.090) and H1a5 (p = 0.113 and T = 1.211) are less than the specified requirements, namely p values < 0.050 and T Statistics 1.64. So that Hypotheses H1a2 and H1a5 are rejected because there's no positive and significant relations between GHRM and Employee Green Behaviour related to tasks on students at Raden Mas Said State Islamic University Surakarta. This is inconsistent with research from Ercantan & Eyupoglu, (2022) which states that GTD and GEI have a positive and significant relationship.

Table 12
Result T-Statistik and P-Value GHRM, RS, TD, PM, CM dan EI (X, X1a,Xa2,Xa3,Xa4.Xa5) positively related with prospective employees' voluntary green behaviour (Y2)

Hyphotesis	Total Effects	Dirrect Effects	Specific Indirect Effects	Sample Mean (M)	STDEV	T Statistics (|O/STDEV|)	P Values	hypothesis acceptance
H1b (GHRM)	0,496	0,315	0,181	0,316	0,086	3,653	0,000	Accepted
H1b1 (GRS)	0,195	0,150	0,045	0,148	0,084	1,790	0,002	Accepted
H1b2 (GTD)	0,164	0,143	0,021	0,153	0,080	1,786	0,037	Accepted
H1b3 (GPM)	0,227	0,209	0,018	0,210	0,089	2,342	0,010	Accepted
H1b4 (GCM)	0,067	0,040	0,027	0,043	0,085	0,469	0,320	Rejected
H1b5 (GEI)	0,194	0,154	0,039	0,151	0,080	1,922	0,028	Accepted

Source: SmartPLS 3.2.9, data processed (2025)

Table 12 explains that H2a shows that there is a positive correlation between GHRM and Employee Green Behaviour related to tasks with P values of 0.000 and Originale sample which is positive of 0.315 or 31%. This states that hypothesis 2A is acceptable, so there's positive and significant relations between GHRM and Employee Green Behaviour related to tasks in students of Raden Mas Said State Islamic University Surakarta. This is in line with previous research by Ercantan & Eyupoglu, (2022) which states that GHRM to task-related Employee Green Behaviour is positively related. And then, Antika & Suryani, (2024) in his research also stated that there is a positive relationship between GHRM and Employee Green Behaviour related to tasks. This is in accordance with the research objective which states that there is a positive impact related to GHRM practices on task-related Employee Green Behaviour from student perceptions.

Then table 12 also explains that H2a1 (GRS), H2a2 (GTD), H2a3 (GPM), and H2a5 (GEI) have a positive relation with P-values < 0.05 and T Statistics > 1.64. So that there is a positive and significant correlations between GHRM and Employee Green Behaviour voluntarily in students at Raden Mas Said State Islamic University Surakarta. This is in line with previous research by Ercantan & Eyupoglu, (2022) which states that the GHRM dimension of voluntary employee green behaviour is positively related. This is in line with the research objectives which state that there is a positive impact related to the practice of dimensions from GHRM on Employee Green Behaviour related to tasks from student perceptions. But, H2a4 on the GCM variable does not have a significant correlation with voluntary Employee Green Behaviour because the GCM variable P-values 0.320 and T Statistics 0.469 are less than the specified requirements, namely p values < 0.050 and T Statistics > 1.64. So that H2a4 in the GCM variable, there is no positive and significant relationship between GHRM and Employee Green Behaviour voluntarily in students at Raden Mas Said State Islamic University Surakarta. This is inconsistent with research from Ercantan & Eyupoglu, (2022) which states that GCM has a positive and significant relationship with voluntary employee green behaviour.

Specific Indirect Effects

From table 13, the mediation effect between GHRM and Employee Green Behaviour related to tasks through Green Psychology Climate with P-values of 0.009 and T

statistics of 2.391. Then the mediation effect between GHRM and voluntary Employee Green Behaviour through Green Psychology Climate with P-values of 0.000 and T statistics of 3.752. But the value of the indirect effect between GHRM and employee green behaviour related to tasks and voluntarily in this study decreased than previous research from (Ercantan & Eyupoglu, 2022).

Tabel 13
Specific Result of Indirect Effect

Hypothesis	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics (|O/STDEV|)	P Values	Hypothesis acceptance
H2a (GHRM -> GPC -> EBGT	0,129	0,132	0,054	2,391	0,009	Accepted
H2b (GHRM -> GPC -> EBGV	0,181	0,188	0,048	3,752	0,000	Accepted

Source: SmartPLS 3.2.9, data processed (2025)

CONCLUSION AND SUGGESTION

This research explored the relationship between GHRM and eco-friendly behavior among students at Raden Mas Said State Islamic University Surakarta, positioning them as future employees. The study revealed that GHRM practices significantly enhance both task-related and voluntary green behaviors. Specifically, GRS, GPM, and GCM perceptions positively influenced task-related behaviors, while GHRM, GRS, GTD, GPM, and GEI were positively associated with voluntary behaviors. Notably, GTD and GEI did not significantly impact task-related behaviors, and GCM showed no significant effect on voluntary behaviors.

The mediating role of green psychological climate was confirmed, albeit with weaker indirect effects than prior studies. This suggests that implementing effective GHRM strategies, particularly those fostering a green psychological climate, can cultivate eco-friendly behaviors among prospective employees. This study provides valuable empirical evidence on GHRM's impact on student-perceived green behaviors, which organizations can use to develop targeted GHRM strategies to attract and retain environmentally conscious employees. Furthermore, these findings offer a foundation for future research in this area.

To further advance our understanding, future research should investigate the longitudinal impacts of GHRM practices on employee green behavior in varied organizational and industrial settings. Additionally, exploring the mediating mechanisms of green psychological climate and other potential mediators would provide deeper insights into how GHRM fosters environmentally friendly behavior. Given this study's focus on prospective employees' perceptions, future studies should examine GHRM's effect on actual workplace behaviors. Moreover, conducting comparative studies across diverse cultural and geographical contexts would allow for the generalization of findings and the identification of contextual moderators affecting the GHRM-employee green behavior relations.

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