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The Islamic Concept of Green Organizational Leadership Model: A Preliminary Development

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Abstract

Previous researchers find that the existence of green organizations is very important as it not only can overcome environmental pollution but also has a positive impact on organizational management by helping to reduce costs, increasing profitability, and overcoming global competition. Hence, the need to create green organizations is becoming more critical because of the increase in worldwide environmental pollution including the air, water, and sound pollution. Fortunately, previous researchers also find that green organizational leadership is the key to create successful green organizations. However, green organizational leadership from Islamic perspective have not been discussed yet although researchers have predicted that most of the human population in the worldwide are estimated to be Muslims by the year 2070. Hence, this paper aims to develop the Islamic Concept of Green Organizational Leadership Model (ICGOLM) as a new model that can be referred to develop green organizational leaders from Islamic perspective. Using literature review, the ICGOLM hypothesized that green climate psychology mediates the relationship between Islamic concept of green organizational leadership (ICGOL) and strategic green behaviour. Additionally, the ICGOL comprises six competencies including the intellectual, professional, moral, social, emotional, and Islamic competencies. The model is beneficial to develop action plan and intervention, government policy and rules, and initiative to create successful green organization especially in Muslim countries. However, the ICGOLM model should be tested further using empirical study.

Keywords: Islam Concept, Green Organization, Green Behaviour, Human Resource, Human Development, Leadership, Industrial and Organizational Psychology, Management, Environmental Conservation, Pollution.

Introduction

Green organizations refer to the values and beliefs expressed through the behaviour of organizational members that support the preservation and conservation of nature and the green environment (Roscoe et al., 2019). Previous researchers such as Hameed et al (2020) found that the existence of a green organization is very important because it will not only overcome the problem of environmental pollution but has a positive effect on the management of the organization by helping to reduce costs, increase profits, and overcome global competition. The need to create this green organization has become increasingly critical because past researchers such as Ahmad et al (2009); Spezzano (2021) found that the rate of environmental pollution including the air, water, and noise pollution is increasing all over the world.

Interestingly, Norton et al (2015) as well as Robertson and Carleton (2018) found that the key to successful creation of a green organization is through the leadership of a green organization; in which, it is also one of the Green Human Resource Development (GHRM) activities. Green organizational leadership refers to the leader's ability to influence and motivate employees to perform work (Aziz et al., 2012), while prioritizing the preservation and conservation of the environment (Norton et al., 2015; Abadiyah et al., 2020). However, there has not been a study that reports on the leadership of green organizations from an Islamic perspective, although past researchers such as Ecklund (2020) estimate that the population of Muslims will increase and represent the majority of humans in the world by the year 2070. Therefore, there is a need to develop a model of green organizational leadership on the basis of Islamic concept.

Further, studies related to organizational leadership from an Islamic perspective are very limited (Rusli & Ahmad, 2018). Furthermore, the concept of Islamic leadership in green organizations has not yet been reported yet although previous studies have shown successful models for each green organization and organizational leadership that uses the Islamic concept. For example, Zaim et al (2021) found that organizational leadership that based on Islamic concept is very effective and recommended especially among Muslim countries. While a study by Hossain (2018) found that Islam strongly advocates the preservation of the environment and green organizations. Ironically, Foltz (2005); Rice (2006) found that Islam advocates the preservation of the environment, but it is not practiced in some Islamic countries such as Egypt, causing misunderstandings about Islamic teachings. Therefore, the development of Islamic Concept of Green Organizational Leadership Model (ICGOLM) is a critical need especially for Muslim countries. Taken together, the development of ICGOLM is critical to be referred as a reference for organizing intervention programs in creating a green organization within an Islamic concept. Therefore, the objective of this paper is to develop a preliminary concept of ICGOLM.

Literature Review

Currently, the rate of environmental pollution such as air, water, and noise pollution are increasing all over the world (Ahmad et al., 2009; Spezzano, 2021). Environmental pollution causes many negative effects especially in terms of health such as mutations and birth defects, cancer, heart disease, death and so on (Zhang et al., 2017). However, scholars such as Hameed et al (2020) found that the issue of environmental pollution can be overcome by creating a green organization. This is because green organizations will not only support the

environmental preservation and conservation activities but also have a positive effect on the organization's management by helping to reduce costs, increase profits, and overcome global competition (Hameed et al., 2020). Usually, the level of green organizational practices is determined through the level of green behaviour among employees (Norton et al., 2015; Mansoor et al., 2021). Employees' green behaviour is usually managed through GHRM'S activities to ensure that the organization's green goals are achieved (Ahmad, 2015; Hameed et al., 2020). Figure 1 shows the Green Human Resource Management Model by Hosain and Rahman (2016) where GHRM activities included all human resource management activities from the initial hiring process to employees' performance evaluation. According to Sinniah et al (2020), GHRM is very important to sustain the organizational performance.

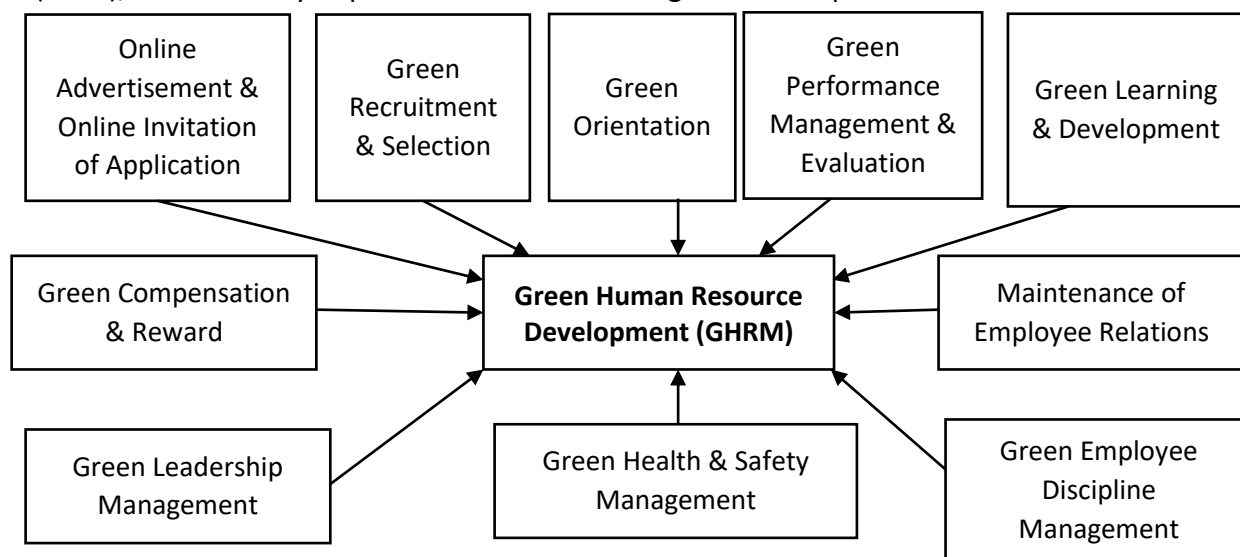


Figure 1: Green Human Resource Management

Source: Hosain dan Rahman (2016, p. 56).

Nonetheless, there are many challenges that must be faced by the management of the organization to ensure GHRM practices because the process require high initial costs, a long time to cultivate a culture of green employee behaviour, causing a difficulty in ensuring the effectiveness of the recruitment process and employee training for green behaviour, causing a difficulty in measuring and determining the level of green behaviour among employees, and causing a difficulty of selecting GHRM leaders (Hosain & Rahman, 2016). Therefore, previous scholars have tried to conduct various studies to identify main factors that can influence the success of GHRM (Ahmed et al., 2020). Interestingly, previous studies have found that green organizational leadership is the main key to the success of GHRM (e.g., Norton et al., 2015; Robertson & Barling, 2013; Saleem et al., 2020).

Strategic Green Behaviour

A green organization refers to the values and beliefs expressed through the green behaviour of organizational members, in which the behaviour supports the preservation and conservation of nature and the green environment (Roscoe et al., 2019). The green behaviour of these employees is usually measured based on voluntary green behaviour to determine the reputation of a green organization (Subramanian et al., 2016; Cabral & Dhar, 2019). However, the measurement of voluntary green behaviour cannot overcome the problem of symbolic green behaviour or the tendency to pretend green behaviour when the

management mandated employees to show green behaviour (Ferron-Vilchez, 2016; Mukapit et al., 2018; Lange & Dewitte, 2020).

Therefore, Mukapit et al (2020) have redefined a better determination of green behaviour named as strategic green behaviour (SGB) among employees that can lead to the achievement of green organizational goals. Mukhiffun et al (2020) redefined the term by adapting the Theory of Planned Behaviour by Ajzen (1991) and included three complete components of employee green behaviour. These components are built by adapting the results of previous studies; these include the components of general employee green behaviour (Norton et al., 2015), proactive green behaviour (Bissing-Olson et al., 2013), and standardized green behaviour based on ISO14001 guidelines (Boiral, Guillaumie, Heras-Saizarbitoria & Tene, 2018). Therefore, the level of SGB should be evaluated to determine the level of green organizations.

Green Organizational Leadership

Green organizational leadership refers to the leader's ability to influence and motivate employees to perform work (Aziz et al., 2012) in the context of environmental preservation and conservation (Norton et al., 2015; Abadiyah et al., 2020). Some leadership characteristics that influence the success of green organizations include ethical leadership (Saleem et al., 2020), transformational leadership (Islam et al., 2020), environmentally friendly leadership (Fatoki, 2019), pure green leadership (Srivastava et al., 2020), servant leadership (Ying et al., 2020), and exemplary leadership (Boiral et al., 2015). For example, ethical leadership is found to be the factor of high performance in organizations in a Muslim countries, such as Malaysia (Vikaraman et al., 2021). Egri and Herman (2000) explained that personal values, personality traits, and leadership skills are also needed for the leadership of green organizations. However, studies that reported on the leadership of green organizations from an Islamic perspective have not yet been discussed although past researchers such as Ecklund (2020) estimated that the population of Muslims will increase and represent the majority of humans in the world by the year 2070. Therefore, the concept of green organizational leadership from Islamic perspectives should be redefined since it has never been done before.

Green Organizational Leadership from Islamic Perspective

Despite the fact that there are studies related to green organizations from an Islamic perspective such as by Rusli and Ahmad (2018), organizational leadership with Islamic concepts such as by Zaim et al (2021), as well as the importance of environmental preservation and green organizations in Islam by Hossain (2018), but so far there has been no study that reported on the of Islamic Concept of Green Organizational Leadership (ICGOL). In fact, Foltz (2005); Rice (2006) found that environmental protection needs to be practiced in Islamic countries such as Egypt because if it is not practiced, it would cause a misunderstanding about Islamic teachings. Therefore, the development of an Islamic Concept of Green Organizational Leadership Model (ICGOLM) is a critical need especially in Muslim countries.

Previous research has shown several components that can be used to measure the characteristics of ICGOL leaders. Mumford et al (2007) found the basic characteristics of leadership skills that a leader must have included the cognitive, interpersonal, strategic and management/business skills. However, studies on Islamic leadership have concluded different

perspectives of leaders' characteristics. For example, Rosidin (2018) has identified the characteristics of an Islamic leader as having several competencies corresponding to the four qualities of the Prophet Muhammad S.A.W. as Islamic leaders; this includes the nature of *siddiq* as moral competence, the nature of trust as professional competence, the nature of *tabligh* as social competence, and the nature of *fatanah* as intellectual competence. Hence, these competencies can be used as the characteristics of ICGOL leaders.

Further, Ahmad and Ogunsola (2011) have listed belief and faith in Allah S.W.T., knowledge and wisdom, courage and determination, morality and compassion, patience, gratitude for favors, tenacity and the ability to negotiate as characteristics of Islamic leaders. Consistent with the study of Ahmad and Ogunsola (2011); Egel and Fry (2017) also found that there are characteristics of Islamic leaders that can only be explained in Islam such as adherence to the Pillars of Islam and the Pillars of Faith, as well as preventing evil and enjoining goodness. Therefore, another competency that must be presented in ICGOL leaders is the competency of the Islamic religion. Furthermore, there are many characteristics of goodness that are advocated in the Al-Quran and Hadith but are not generally known and can only be known by delving into the content of the Al-Quran. For example, Islam calls the Muslim to be patient, generous, forgiving, loving, trusting and so on. This shows the need for emotional competence among ICGOL leaders. These have shown that the combination of intellectual, professional, moral, social, emotional, and Islamic competencies related to green leadership should be included in ICGOL leaders' characteristics.

On the other hand, several researchers, including Wang, Zhou and Liu (2018); Al-Swidi, Gelaidan and Saleh (2021); Darvishmotevali and Altinay (2022) found that green organizational leadership has a significant effect on employees' green behaviour. Therefore, the effect of ICGOL on SGB should be determined since it has never been done before. Hence, it is hypothesized that: *The green organizational leadership from Islamic perspective has significant effect on strategic green behaviour (SGB).*

Green Climate Psychology

Previous studies have shown that employees are more likely to show a high level of green behavior when they have the perception that their organization cares about green organizational practices. The interpretation of the effectiveness of GHRM is called green climate psychology (Dumont et al., 2017; Zhou et al., 2018; Saleem et al., 2020). Green climate psychology also refers to "employees' perception and interpretation of the organization's green policy, the procedures that enforce the green policy into work practice guidelines, as well as the support and rewards that support the work practice" (Norton et al., 2017, p. 2). For example, when the organization practices the culture of organisational citizenship behaviour towards the green organization, it will sustain the organizational performance (Jayabalana et al., 2020).

Meanwhile, Dumont et al (2017); Zhou et al (2018), as well as Saleem et al (2020) found that green climate psychology is a significant mediator that influences the relationship between green organizational leadership and employee green behavior. These researchers also found that several perceptions by employees as the components of green climate psychology include perceived organizational concerns, support, attitude, firmness, stand, identity, commitment, worry, and consistency in policy and action towards the preservation and

conservation of the environment. This means that the leadership of a green organization can increase the level of SGB among employees when employees perceived that GHRM activities are effective through their perception (green climate psychology). Taken together, green climate psychology plays a mediator effect on relationship between green organizational leadership and strategic green behavior. Therefore, the mediation effect of green climate psychology should also be tested on the relationship between SGB and ICGOLM since it has never been done before.

Therefore, it is hypothesized that: *The green climate psychology has a mediation effect on the relationship between green organizational leadership from Islamic perspective and strategic green behaviour (SGB).*

A Preliminary Development of ICGOLM Framework

Figure 2 shows the of Islamic Concept of Green Organizational Leadership Model (ICGOLM). Based on literature review explained in the previous section, the framework includes several hypotheses. This framework explains that Islamic Concept of Green Organizational Leadership (ICGOL) has a significant influence that can increase the level of green climate psychology and strategic green behaviour among employees to ensure the existence of green organizations. The framework also shows that the green climate psychology is a mediator on the relationship between ICGOL and strategic green behaviour (SGB).

Further, ICGOL comprises six competencies including the intellectual, professional, moral, social, emotional, and Islamic competencies. Meanwhile, the SGB comprises three components including general, proactive, and standard behaviour. Additionally, the green climate psychology comprises several components of employees' perception on their organization's environmental preservation and conservation including the organization's concerns, support, attitude, firmness, stand, identity, commitment, worry, and consistency in policy and action.

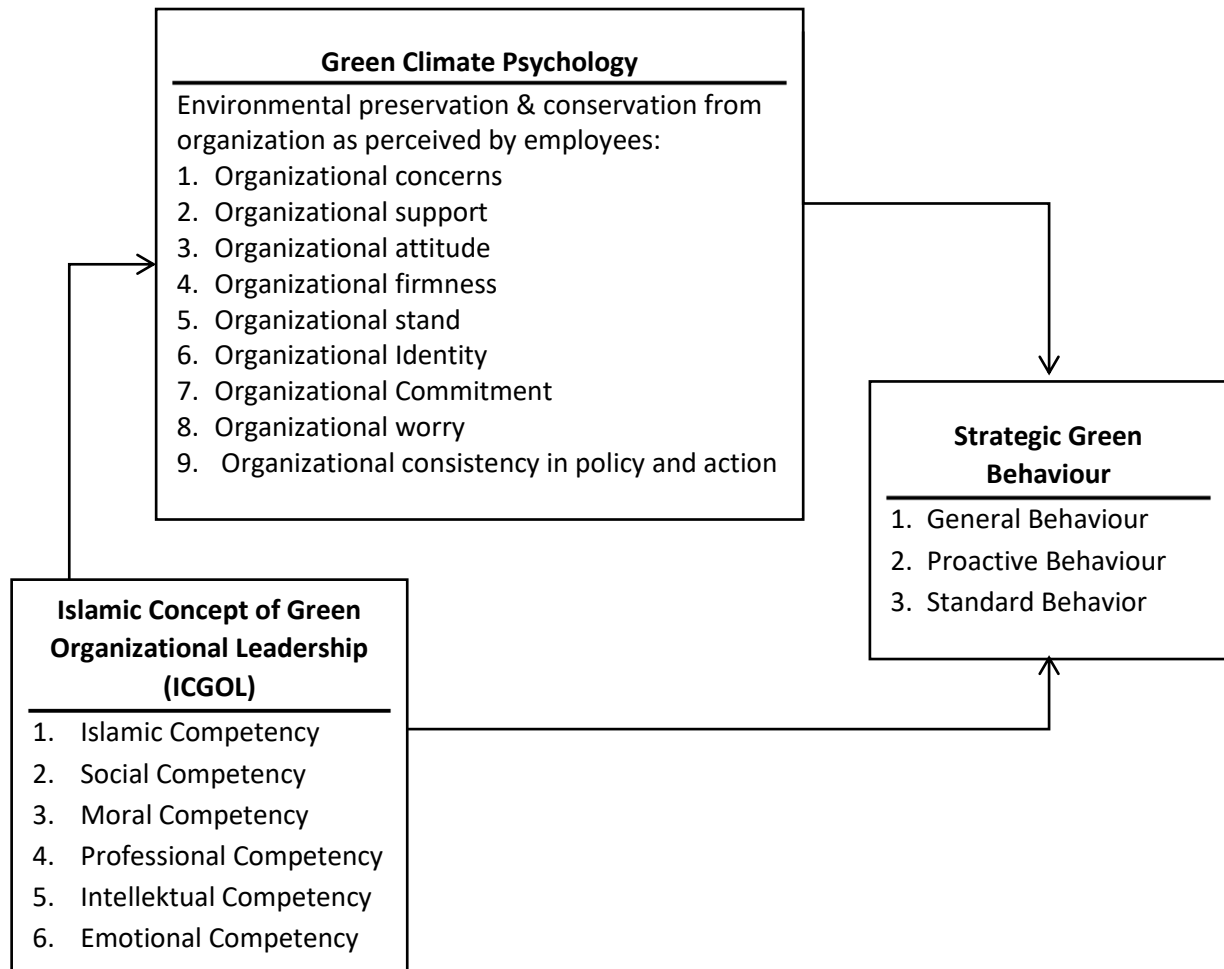


Figure 2: Islamic Concept of Green Organizational Leadership Model (ICGOLM)

Implication

Significantly, the Islamic Concept of Green Organizational Leadership Model (ICGOLM) is a new study that has never been done but is needed. The model is needed to make significant theoretical contributions to the fields of Green Environmental Management, Human Resource Management and Development, and Industrial and Organizational Psychology especially among the Muslim worlds. Whereas in practice, it is required by leaders in organizations especially among Islamic countries, such as in Malaysia, to ensure best practices of green organizational leadership that are infused by Islamic concepts. The model is also beneficial to develop action plan and intervention, government policy and rules, and initiative to create successful green organization especially in Muslim countries. Indirectly, the model ensures the society's health by improving the process of environmental conservation and preservation through working organization by ensuring successful green organizations realization. However, the ICGOLM model should be tested further using empirical study.

Conclusion

In conclusion, this paper aimed to develop the Islamic Concept of Green Organizational Leadership Model (ICGOLM) as a new model that can be referred to as developing green organizational leaders from Islamic perspective. This is because previous researchers have

proven that green organizational leadership was the key to successful practice of green organization, but it has not yet been discussed from Islamic perspective. Meanwhile, using literature review, the ICGOLM was developed; in which, it is hypothesized that green climate psychology mediates the relationship between Islamic concept of green organizational leadership (ICGOL) and strategic green behaviour (SGB). The model is beneficial to develop action plan and intervention, government policy and rules, and initiative to create successful green organization especially in Muslim countries. However, the ICGOLM model should be tested further using empirical study.

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