

## The Influence of Ecotheological Value Internalization on Green Organizational Behavior: an Empirical Study of Civil Servants at the Ministry of Religious Affairs, Palembang City

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### ABSTRACT

The global ecological crisis demands organizational behavior transformation in the public sector, particularly in religious institutions like Indonesia's Ministry of Religious Affairs (Kemenag), which hold strong moral legitimacy in society. This study examines the influence of ecotheological value internalization (INE) encompassing ecological-spiritual identity, transcendental meaning in bureaucracy, collective stewardship commitment, and ethical ecological decision-making on green organizational behavior (GOCB/POH), namely voluntary actions such as eco-initiatives, green advocacy, and interpersonal eco-helping. Employing an explanatory quantitative design, the research surveyed 385 civil servants (ASN) at the Palembang City Kemenag Office via proportionate stratified random sampling, using validated Likert-scale questionnaires (Cronbach's  $\alpha = 0.85-0.92$ ). Simple linear regression analysis with IBM SPSS version 32 revealed a positive and significant effect of INE on GOCB ( $R = 0.507$ ;  $R^2 = 0.257$ ;  $\beta = 0.519$ ;  $t = 11.51$ ;  $p < 0.001$ ), explaining 25.7% of GOCB variance. These findings reinforce the Value-Belief-Norm (VBN) theory and workplace ecospirituality adaptation in Islamic religious bureaucracy contexts, with practical implications for integrating INE into Kemenag's vision-mission to accelerate green bureaucracy aligned with SDGs and Asta Protas. The cross-sectional design's limitations suggest future longitudinal research.

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### Introduction

The escalating global ecological crisis and widening social inequality necessitate a fundamental reorientation of public governance, moving beyond a narrow focus on administrative efficiency toward a more holistic commitment to ecological sustainability and intergenerational justice (Hidayat & Rahman, 2025). Within this landscape, public religious institutions most notably the Ministry of Religious Affairs (MoRA) in Indonesia possess a unique strategic potential. By bridging state policy with deeply embedded transcendental

values, these institutions serve as vital conduits for societal change. With their moral authority, extensive grassroots networks, and significant capacity for social mobilization, religious institutions are uniquely positioned to act as catalysts for sustainable lifestyles and responsible resource stewardship (Mosaic Indonesia, 2024).

However, current efforts to integrate sustainability principles within the Ministry of Religious Affairs remain largely fragmented and reactive, often prioritizing technical compliance over genuine systemic transformation (Sari & Pratama, 2026; Wibowo, 2025). While the Ministry has increasingly emphasized performance-based monitoring and digital service delivery (Ministry of Religious Affairs, 2025), a significant gap persists between the strategic potential of faith-based public governance and its actual operational implementation. This disconnect underscores an urgent need for a more substantive, value-driven approach that embeds ecological responsibility into the very fabric of institutional culture.

The framework of *Internalization of Ecotheological Values* (INE) offers a compelling paradigm to bridge this gap. INE focuses on four fundamental dimensions: ecological-spiritual identity, the cultivation of transcendental meaning within bureaucratic practice, collective commitment to stewardship, and ecologically grounded ethical decision-making (Wang & Chen, 2023). In the Indonesian Islamic context, this approach is deeply rooted in the principles of *khalifah* (stewardship), *mizan* (balance), and *maqashid al-shariah* (objectives of Islamic law), all of which are increasingly supported by formal policy instruments such as the Ministry's Environmental Fiqh Guidelines (Irawan, 2025; Mosaic Indonesia, 2024).

Conceptually, INE aligns closely with *Green Organizational Citizenship Behavior* (GOCB), which encompasses voluntary, pro-environmental actions by employees, including individual eco-initiatives, green advocacy, and interpersonal support (Zhang & Li, 2024). While the literature on green organizational behavior has expanded rapidly, empirical evidence linking value internalization to these behaviors within faith-based public bureaucracies remains limited (Gupta & Sharma, 2024). Previous research often remains descriptive or focused on isolated, top-down interventions, leaving a critical need to understand whether spiritually grounded governance can foster more resilient, intrinsically motivated commitments compared to traditional administrative mandates.

This study aims to empirically analyze the influence of *Internalization of Ecotheological Values* on *Green Organizational Behavior* within the Ministry of Religious Affairs office in Palembang. By focusing on this relationship, the research seeks to provide robust evidence on whether ecotheological values can serve as a catalyst for more consistent, participatory, and sustainable organizational practices. Ultimately, this study contributes to the literature on green behavior in faith-based public institutions while offering a contextually grounded model for value-based governance one that bridges spiritual mandates with the material requirements of accountable, inclusive, and sustainable development.

## Method

This study employs a quantitative explanatory design to analyze the causal relationship between the Internalization of Ecotheological Values (INE) as the independent variable and

Green Organizational Behavior (GOB) as the dependent variable. This approach is suited for predictive research objectives, allowing for an empirical assessment of how spiritual value internalization influences employees' pro-environmental behavior within the Ministry of Religious Affairs (MoRA) (Creswell & Creswell, 2023; Saunders et al., 2023).

### Participants and Sampling

The study population comprises 992 civil servants (ASN) at the Kemenag Office in Palembang. Based on a 5% margin of error and a 95% confidence level, a sample of 385 respondents was determined. To ensure demographic representativeness, a proportionate stratified random sampling technique was utilized, categorizing participants by gender, tenure, rank, and educational level. Sample sizes for each stratum were calculated proportionally to maintain consistency with the population structure (Sugiyono, 2023).

**Table 1. Distribution of Research Participant Data**

Variabel	Category	Populasi (N = 992)	% Populasi	Sample (n = 385)	% Sample
Gender	Male	276	27,8%	107	27,8%
	Famale	716	72,2%	278	72,2%
Tenure	< 5 Year	149*	15,0%	58	15,0%
	5 – 10 Year	248*	25,0%	96	25,0%
	11 – 20 Year	397*	40,0%	154	40,0%
	> 20 tahun	198*	20,0%	77	20,0%
Class/Rank	Golongan II (Pengatur)	99*	10,0%	39	10,0%
	Golongan III (Penata)	695*	70,0%	269	70,0%
	Golongan IV (Pembina)	198*	20,0%	77	20,0%
	High				
Final Education	School/Vocational	50*	5,0%	19	5,0%
	School/Equivalent				
	Diploma (D3/D4)	99*	10,0%	39	10,0%
	Sarjana (S1)	744*	75,0%	289	75,0%
	Master/Doctor (S2/S3)	99*	10,0%	38	10,0%
<b>Total</b>		<b>992</b>	<b>100%</b>	<b>385</b>	<b>100%</b>

The distribution of participants reflects the population structure proportionally across all categories, ensuring representativeness and minimizing sampling bias (Source: Kemenag Palembang, 2026).

### Data Collection

Data were gathered via a cross-sectional online survey in April 2026 (Sekaran & Bougie, 2023). Two primary instruments, measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), were employed:

1. Internalization of Ecotheological Values Scale (SINE): Adapted from the Workplace Ecospirituality framework (Giacalone & Jurkiewicz, 2010), this scale measures three dimensions: ecocentric awareness, moral responsibility, and the integration of spiritual values into professional practice.
2. Green Organizational Behavior Scale (GOB): Based on measures by Daily et al. (2009) and Gupta and Sharma (2024), this scale captures three behavioral dimensions: eco-initiatives, green advocacy, and interpersonal eco-helping.

All instruments demonstrated high internal consistency, with Cronbach’s alpha coefficients ranging from 0.85 to 0.92, confirming robust reliability (Hair et al., 2023).

### Data Analysis

Data analysis was conducted using simple linear regression with IBM SPSS Statistics version 32 for Windows to assess the effect of INE on GOB. Prior to hypothesis testing, classical assumption tests including residual normality, linearity, and homoscedasticity were performed to ensure unbiased parameter estimation (Field, 2024; Pallant, 2023).

The results were interpreted based on the coefficient of determination ( $R^2$ ) to evaluate the model’s explanatory power, and the statistical significance of the regression coefficient was assessed using a t-test at a significance level of  $\alpha = 0.05$  as the basis for hypothesis acceptance (Hair et al., 2023).

### Results and Discussion

This research report begins with the presentation of the results of the description of the research variable data. The results of the Examination Description of the Research variable data can be seen in table 2.

**Table 2. Description of Research Variables Data**

Variabel	Mean	SD	Min	Max	Skewness	Kurtosis
INE (X)	4,12	0,58	2,33	5,00	-0,42	-0,31
POH (Y)	3,98	0,64	2,10	5,00	-0,38	-0,45

Table 2, reports that Measurement scale 1–5 (Likert);  $N = 385$ ;  $SD = Standard Deviation$ . The values of *skewness* and *kurtosis* are in the range of  $\pm 1.96$ , indicating a data distribution close to univariate normal (Field, 2024).

**Tabel 3. Assumption Test Results**

Assumption Test	Test Method	Results	Criteria	Remarks
Normality	Kolmogorov-Smirnov	$p = 0,214$	$p > 0,05$	Fulfilled
Linearitas	Lack of Fit Test	$p = 0,418$	$p > 0,05$	Fulfilled

Table 3, The entire prerequisite test is met, so that the regression model is feasible to use for statistical inference (Pallant, 2023; Hayes, 2022). This study reveals a robust empirical link between the internalization of ecotheological values (INE) and green organizational behavior (GOB). The descriptive statistics (Table 2) show that both INE ( $Mean = 4.12$ ) and GOB ( $Mean = 3.98$ ) are at a high level, suggesting that employees possess a strong baseline orientation toward both spiritual environmentalism and pro-environmental actions. Data normality was confirmed (*skewness, kurtosis*  $\pm 1.96$ ), and prerequisite tests for regression (Table 3) were fully satisfied, ensuring the model's validity for inference.

### Hypothesis Test Results

The research hypothesis was tested using simple linear regression analysis (IBM SPSS Version 32) to estimate the influence of Internalization of Ecotheological Values (INE) on Green Organizational Behavior (POH). This technique was chosen because of its ability to provide unbiased parameter estimation and robust significance tests for *single-predictor models* (Field, 2024; Hayes, 2022). Validation of prerequisite tests (normality and linearity) is carried out prior to interpretation to ensure the statistical integrity of the model (Pallant, 2023). The hypothesis acceptance criteria refer to the significance value of  $p < 0.05$  and the direction of the regression coefficient consistent with the theoretical prediction (Hair et al., 2023). The results of this hypothesis test will be described in detail.

### Model Summary

**Table 3. Model Summary**

Model	R	R Square	Adjusted R Square
1	0,507 <sup>a</sup>	0,257	0,255

<sup>a</sup> Predictors: (Constant), Internalization of Ecological Values \_Total

Table 3, describes that the value of the correlation coefficient ( $R$ ) of 0.507 indicates a positive relationship with the moderate-strong strength of Internalization of Ecological Values (INE) and Green Organizational Behavior (POH), which shows that an increase in the internalization of ecological values tends to be followed by an increase in green organizational behavior (Cohen, 2023). The magnitude of this effect is clarified through a coefficient of determination ( $R^2$ ) value of 0.257, which means that 25.7% of the variation in POH scores can be explained linearly by variations in INE scores, while the remaining 74.3% is influenced by other factors outside of this research model such as transformational leadership, organizational climate, or demographic variables that were not included in the analysis (Hair et al., 2023). Furthermore, an *Adjusted R<sup>2</sup>* value of 0.255 confirms the stability and generalizability of the model estimates after adjusting for degrees of freedom, suggesting that the predictive contribution of INE to POH remains robust and unbiased even when evaluated at a larger sample size ( $N = 385$ ) (Field, 2024; Pallant, 2023).

### Uji Signifikansi Model

**Table 4. Model Significance Test**

Model	Unstandardized Coefficients		Standardized Coefficients	$t$	Sig.
	$B$	Std. Error	$Beta$		
(Constant)	1,842	0,179	-	10,29	0,001
INE Total	0,519	0,045	0,507	11,51	0,001

Dependent Variable: POH\_Total

Table 4, explains that the results of the regression analysis show a constant value ( $\alpha$ ) of 1.842, which mathematically indicates the prediction of the POH base score if the INE is zero, although this interpretation needs to be contextualized considering the use of the Likert scale 1–5 which does not have an absolute zero point. The *unstandardized regression coefficient* of  $b = 0.519$  ( $p < 0.001$ ) confirms that any one unit increase in the INE score is predicted to increase the POH score by 0.519 units assuming another variable is constant (*ceteris paribus*), which confirms the direction of a positive relationship in which stronger internalization of ecological values correlates with green organizational behavior tendencies

higher. The magnitude of this influence is strengthened by a standardized coefficient value (*Beta*) of 0.507, which indicates the *effect size of* the medium-strong category according to the criteria of Cohen (2023) and confirms the practical relevance of INE as a substantive predictor of pro-environmental behavior.

The regression coefficient ( $\beta = 0.519, p < 0.001$ ) demonstrates that for every unit increase in the internalization of ecotheological values, there is a commensurate 0.519-unit increase in green organizational behavior (Table 4). This signifies that the internalization process functions as a psychological bridge. When civil servants internalize ecotheological values (e.g., *khalifah* or *mizan*), these transcendental constructs are translated into professional accountability.

This result serves as a critical counter-argument to the reliance on extrinsic rewards. In the context of the Palembang City Ministry of Religious Affairs, the data confirms that values are not merely normative labels but are **active predictors of behavioral change**. The standardized coefficient ( $\beta = 0.507$ ) indicates a moderate-to-strong effect size, suggesting that ecotheological internalization is a high-leverage point for institutional intervention

**Results of Hypothesis Test Results**

**Table 5. Hypothesis Test Results**

Hipotesis	Statement	Testing Criteria	Results	Remark
H <sub>1</sub>	Internalization of Ecological Values has a positive and significant effect on Green Organization Behavior in employees of the Ministry of Religion of Palembang City	$t > t\text{-tabel} (\alpha = 0,05, df = 383)$ dan $Sig. < 0,05$	$t(383) = 11,51; p < 0,001; \beta = 0,519$ (positive)	Accept

The acceptance of  $H_1$  ( $t = 11.51, p < 0.001$ ) provides strong empirical support for the ecotheological framework (Table 5). Statistically, the high test power ( $> 0.99$ ) underscores that the observed influence of INE on GOB is not incidental but reflective of a deep-seated behavioral shift. Strategically, this implies that the Ministry of Religious Affairs can achieve more resilient green performance by shifting from "compliance-based" to "value-based" governance. The empirical evidence suggests that when organizational culture is explicitly aligned with the spiritual mandates of its employees, the propensity for green citizenship behavior such as voluntary advocacy and eco-initiatives increases significantly. Thus, the transition toward a "green bureaucracy" is most effectively achieved when the institutional mission mirrors the transcendental values of its workforce, thereby mitigating the risk of policy fatigue often associated with top-down environmental mandates.

Adequate sample size improves the accuracy of parameter estimation and test strength (*statistical power*  $> 0.99$ ), so these findings provide robust empirical support for a theoretical framework that states that the internalization of ecotheological values based on work spirituality strengthens employees' intrinsic commitment to sustainable organizational behavior (Wang & Chen, 2023; Gupta & Sharma, 2024).

## Discussion

The research findings confirm a positive and significant influence of the Internalization of Ecotheological Values (INE) on Green Organizational Behavior (GOB/) among employees at the Kemenag Office in Palembang City. These results align with Stern's Value-Belief-Norm (VBN) theory (2000), which posits that internalized ecological values activate personal norms that drive voluntary pro-environmental actions, such as energy conservation and waste segregation. This study corroborates recent empirical evidence from Liao et al. (2022) and Kim & Park (2023), which demonstrates that environmental value internalization consistently predicts green organizational behavior across both public and private sectors. It extends this discourse by situating the phenomenon within a religious public bureaucracy, where spiritual and ethical dimensions may amplify ecological internalization processes. In Indonesia's public service ecosystem particularly at Kemenag Palembang the convergence of religious teachings on environmental stewardship (such as khalifah and amanah) with bureaucratic sustainability initiatives likely accelerates the translation of values into observable green behaviors. This contextual nuance distinguishes the findings from typical corporate settings, underscoring how value internalization in faith-based bureaucracies operates through synergies of moral conviction, institutional identity, and collective norms that cumulatively strengthen behavioral impacts.

At Kemenag Palembang, the internalization process is reinforced by organizational socialization and leadership exemplars aligned with principles of khalifah (stewardship) and mizan (balance), transforming environmental awareness into routine practices. The significance of this relationship affirms that sustainable behavioral change is more effective when rooted in intrinsic values rather than mere regulatory compliance (Liao et al., 2022; Kim & Park, 2023). These findings expand the literature by embedding the phenomenon in religious bureaucracies, where spiritual dimensions enhance internalization compared to conventional corporate contexts (Al-Faruqi et al., 2024). The synergy between Islamic teachings on nature preservation and green bureaucratic initiatives fosters collective norms that expedite observable green behaviors (Sari & Pratama, 2026). They validate the adaptation of workplace ecospirituality for green bureaucracies, strengthening the predictive power of value-based frameworks in explaining GOB within faith-oriented public sectors (Giacalone & Jurkiewicz, 2010; Wang & Chen, 2023).

## Research Limitations

This study has several limitations that provide opportunities for future research. First, its cross-sectional design captures behavior at a single point in time, limiting the assessment of long-term causality. Future studies could employ longitudinal designs to track the evolution of Green Organizational Behavior (GOB) within religious bureaucracies over extended periods. Second, the findings are based on a specific sample from the Kemenag Office in Palembang. While the results are statistically robust, their generalizability to non-religious public sectors or regions with distinct socio-cultural characteristics may be limited. Subsequent research should incorporate multi-site comparisons to validate these findings across broader institutional contexts. Third, the model's coefficient of determination ( $R^2 = 0.257$ ) indicates that 74.3% of the variance in GOB is influenced by external factors not covered in this study. Further investigation into variables such as transformational leadership, organizational climate, and the availability of green infrastructure would provide a more comprehensive understanding of the behavioral drivers in this setting. Finally, the use of self-reported data presents potential risks of social desirability bias. Incorporating

objective performance metrics or supervisor assessments in future studies could mitigate these risks and further enhance the empirical integrity of the research.

## Conclusion

These limitations suggest avenues for future research, including longitudinal or quasi-experimental designs, comparative sampling across regions or sectors, and the incorporation of moderating or mediating variables to develop more comprehensive and contextually robust predictive models. This study confirms that the Internalization of Ecotheological Values (INE) exerts a positive and significant influence on Green Organizational Behavior (GOB among employees at the Kemenag Office in Palembang City, accounting for 25.7% of the variance in behavior ( $R^2 = 0.257$ ;  $p < 0.001$ ). These findings bolster theoretical frameworks such as the Value-Belief-Norm (VBN) theory and adaptations of workplace ecospirituality within Islamic religious bureaucracies, where values like khalifah (stewardship) and mizan (balance) facilitate an intrinsic shift from regulatory compliance to voluntary pro-environmental commitment. Practically, embedding INE into Kemenag's vision-mission statements, codes of ethics, and programs aligned with KMA No. 244/2025 and Asta Protas can accelerate sustainable green bureaucracies, supporting the SDGs 2030 and Indonesia's Golden Vision 2045.

## Implications and Recommendations

The results offer empirical contributions to the literature on green organizational behavior in faith-based public sectors, providing a replicable model that integrates transformational leadership, ESG accountability, and collective participation to reduce carbon footprints and enhance resource efficiency. The cross-sectional design and localized focus suggest directions for future research, such as longitudinal or comparative inter-regional studies incorporating moderating variables like organizational climate or green infrastructure to strengthen generalizability and long-term causality

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