



Implementation of Green Human Resource Management in Improving the Quality of Airport Workers

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Abstract

Companies engaged in the service sector such as transportation companies or transportation facility managers are highly dependent on the services employees provide. A strong culture of environmental orientation is one of the success factors in the service industry. One of the service industries known to have high standards of friendliness is airport management. With these high standards, implementing environmentally friendly practices is very important. GHRM can help airports in sustainable management efforts by involving employees in sustainable practices and creating a culture that supports the environment. GHRM itself is considered to be able to improve the quality of employees in a company. Therefore, it is necessary to conduct a deeper study of the implementation of GHRM in improving the quality of workers. This research was conducted by conducting a literature review. The review was conducted by analyzing various scientific articles that discuss Green Human Resource Management (GHRM). Green Human Resource Management (GHRM) has many positive impacts on the company. Green Human Resource Management itself can be concluded to have six variables, namely Green Recruitment and Selection, Green Training and Development, Green Compensation, Green Performance Management and Appraisal, Green Employee Empowerment and Participation, and Green Management and Organizational Culture. Through these six variables, the quality of employees will increase, such as increased performance, high loyalty, and good environmental attitudes. With GHRM, companies can reduce their operational costs because employees use company facilities very effectively.

Keywords: Airport, Green Human Resource Management, Worker Quality

1. Introduction

An environmentally friendly attitude will have an impact on reducing the cost of dealing with several aspects of work in a company (Oyewole, 2001). Investing in developing environmentally friendly behavior will reduce a company's environmental costs and this will have a positive impact on operational performance in the financial sector (Jo et al., 2014). The concept of a green company which is currently popularly applied by many companies is expected to provide many positive benefits for the environment, society, and economy of the company. The concept of a green company will have a positive impact on employee acceptance of technology and significantly affect employee satisfaction and productivity (Wijonarko & Wirapraja, 2022). Companies engaged in services such as transportation companies or transportation facility managers are very important in implementing the concept of a green company. The company is highly dependent on the services provided by employees. A strong culture of environmental orientation is one of the success factors in the service industry (Morgan et al., 2023). One of the service industries that is known to have high standards of friendliness is airport management. Several airports in Indonesia have implemented the concept of green human resource

management (GHRM) as a representative of the implementation of the green company concept.

Airports are one of the important facilities in the transportation sector that play a crucial role in the global economy (Lenaerts et al., 2021). With high passenger and freight traffic, airports must operate efficiently and environmentally friendly to reduce negative impacts on the environment and improve user experience. In this context, Green Human Resource Management (GHRM) emerges as an approach that can improve the quality of workers while supporting environmental sustainability. Airports are centers of activity that often have significant environmental impacts. Greenhouse gas emissions, noise pollution, and high energy use are some of the environmental issues faced. To reduce these impacts, implementing environmentally friendly practices is very important (Sudarminto et al., 2023). GHRM can help airports achieve this goal by engaging employees in sustainability practices and creating a culture that supports the environment.

GHRM is an approach that integrates sustainability principles into human resource management (Chowdhury et al., 2023). This includes initiatives such as training on green practices, developing

green work policies, and implementing incentive systems that encourage sustainable behavior. By adopting GHRM, airports can create a work environment that supports sustainability while improving employee quality and satisfaction. Implementing GHRM can provide several benefits to employee quality at the airport, including: 1. Increased Motivation and Job Satisfaction: Employees who feel involved in green practices often experience increased motivation and job satisfaction. They tend to feel proud of their contribution to the environment and are more committed to their work, 2. Skills and Knowledge Development: Training and development programs that focus on sustainability can improve employee skills and knowledge. This not only benefits employees but also the airport in terms of operational efficiency and innovation, 3. Reduced Absenteeism and Employee Turnover: A supportive and sustainability-focused work environment can reduce employee absenteeism and turnover. Employees who feel valued and engaged tend to be more loyal and perform better 4. Improved Image and Competitiveness: Airports that implement GHRM can improve their image as pioneers in sustainability, which in turn can attract more environmentally conscious customers and business partners (Ari et al., 2017; Ragas et al., 2017; Masri & Jaaron, 2017).

Despite its many benefits, the implementation of GHRM at airports also faces several challenges, such as resistance to change, the need for initial investment, and the complexity of implementation (Kumar et al., 2020). However, with careful planning and support from all levels of the organization, these challenges can be overcome and long-term benefits can be achieved. The implementation of Green Human Resource Management at airports is not only a step towards environmental sustainability but also an effective strategy to improve employee quality (Malik et al., 2021). By integrating sustainability principles into HR management, airports can create a better working environment, increase motivation and job satisfaction, and contribute to global efforts to protect the environment. The implementation of GHRM at airports offers a great opportunity to create synergy between sustainability and employee development, resulting in benefits for all parties involved. On this basis, the study of the implementation of Green Human Resource Management at airports and its impact on employee quality is interesting to study.

2. Research Methods

This research was conducted by conducting a literature review. The review was conducted by analyzing various scientific articles that discuss Green Human Resource Management (GHRM).

The GHRM studies reviewed were not limited to the implementation carried out at the airport, but all discussions about GHRM both in theory and implementation in various companies. The results of the study will also be linked to several studies that have been carried out such as those related to environmental awareness data at SSK II airport.

3. Results and Discussions

According to Opatha and Arulrajah (2014), Green Human Resources Management is all activities that involve the development, implementation, and continuous maintenance of systems that emphasize employees in green organizations. It is added that the role of Human Resources Management is focused on changing ordinary employees into green employees who are oriented towards achieving green organizational goals and ultimately significantly contributing to environmental sustainability. This is related to policies, practices, and systems that make employees have individual, social, natural, and business environmental benefits. According to Arulrajah et al (2015), Green HRM is a workforce management system that is applied to reduce negative impacts on the environment or increase positive environmental impacts on the performance of MSMEs in a sustainable manner. Human Resources Management is the most important aspect of business management, through an innovative approach so that it can improve the economy, technology, socio-culture, and environment of the company (Cech et al., 2016).

Moreover, the demands of the economy, globalization, domestic diversity, and technology encourage companies to carry out various developments in the management of the company's human resources (Stone et al., 2015). However, on the other hand, often the development of human resources in a company becomes a second priority after the development of technology in the form of hardware. According to Opatha and Arulrajah (2014), the dimensions of Green HRM include all functions to reduce various negative impacts of carbon through all activities in the HRM function, namely Green Job design and analysis, Green human resource planning, Green recruitment, Green selection, Green induction, Green training and development, Green performance evaluation, Green reward management, Green health and safety management, Green employee discipline management and Green employee relations. Studies on GHRM or Green HRM at airports are still very limited. This is because the concept of Green Human Resource Management is relatively new and is still very limited in its application in a company. In Indonesia itself, studies on GHRM at airports only exist at I Gusti Ngurah Rai Airport, Bali. Candra (2021) reported that the implementation of Green Human Resource

Management (Green HRM) at I Gusti Ngurah Rai Airport, Bali has not been fully implemented, but the management and workers at the airport know about the concept of Green HRM. The incomplete implementation of Green HRM is evident in the results of the Questionnaire distributed to several employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai Bali Airport that there is no implementation of Green Human Resource Management practices (green recruitment, green training, green performance appraisal, and green compensation and reward) in the company's human resource management. This study also reports that there is a stimulus or encouragement from the implementation of Green HRM including environmental ethics awareness, organizational environmental culture, and organizational/leadership commitment. The implementation of Green HRM also has an impact on the implementation process of Green Human Resource Management, namely the company will obtain increased employee job satisfaction, a positive corporate image, resource efficiency, and increased employee and company performance.

Darmawan et al (2022) also reported on the implementation of Green HRM at the New Sunari Lovina Beach Resort. The results obtained were that the implementation of Green Human Resources Management at the New Sunari Lovina Beach Resort had been implemented by 53.3%. There are several obstacles in the implementation of Green HRM at New Sunari Lovina Beach, such as the creation of regulations or Standard Operational Procedures (SOPs) that are not yet clear to regulate effective green performance in each department so that the impact of this implementation has not been optimally felt by the company or employees. In addition, the company also does not have a high commitment to implementing the Green Human Resources Management concept even though the New Sunari Lovina Beach Resort itself is supported by a building concept that is already a green hotel, such as large green open spaces, buildings with lots of ventilation, and clean environmental spaces. Saha et al (2020) also reported on the implementation of Green HRM in the garment industry. This study concluded that Green HRM generally involves two important elements environmentally friendly HRM practices and conservation. Environmentally friendly initiatives must be part of corporate social responsibility. Green HR also shifts conventional policies and practices and provides several statements on Green HRM. Developed countries such as America, China, and England have implemented environmentally friendly HR policies and practices that are rapidly developing in various corporate sectors. In developing countries, the garment sector is the most concerned with sustainable development so the

implementation of environmentally friendly practices is also in the spotlight and often the implementation helps them reduce operational costs. Employee involvement is also possible to be more efficient and environmentally friendly with the help of Green HRM implementation.

Harvey et al (2013) reported that employee performance in the UK aviation sector increased after the implementation of green management. HRM can make indirect and direct contributions to the environmental performance of airlines. Indirect contributions can be made through 'soft' HRM policies and practices, which have an impact on employee work attitudes, such as relative job satisfaction and commitment to the organization, as well as encouraging employee voice. In this way, HR initiatives can help reduce sources of dissatisfaction in the workplace and involve employees in achieving organizational goals, including green performance targets. Direct contributions of HRM to environmental performance include performance management systems and training programs, such as those aimed at achieving optimal flight levels.

Bombiak and Kluska (2018) also reported on the impact of Green HRM implementation on green HR activities in Poland. Correlation analysis showed a strong positive correlation between the evaluation of the impact of green HR activities on sustainable corporate development and their practical implementation. Therefore, the study shows that the higher the evaluation of the impact of an activity, the more often it is implemented in the studied companies. Regression function analysis showed that an increase in the impact of any activity by 1 point stimulates an average growth in the implementation of the activity in a company by 0.5037. Nguyen et al (2021) reported that implementing a CSR-centered HRM system in a company is beneficial because it provides the desired organizational results and improves the image of the organization. This recommendation applies to both global and local managers. CSR-centered HR practices, such as offering equal opportunities, providing appropriate development and training facilities, hiring CSR staff, paying people for CSR programs, and conducting CSR initiatives in general, can help employees develop better mindsets and actions. This study draws attention to the "HRM function" by showing that CSR is no longer just the purview of marketing and business communication departments but can also be incorporated into HR policies, particularly in the form of general CSR HRM facilitation. How organizational members interpret and react to the organization's CSR policies must be well understood by SRHRM planners. Since employee opinions regarding organizational CSR initiatives

are critical to profitable organizational outcomes, leaders must keep organizational members updated on CSR programs. Discussions regarding CSR initiatives need to be held frequently to reinforce employees' positive perceptions of their company and workplace.

Harvey et al (2013) reported that Human Resource Management (HRM) can make indirect and direct contributions to airlines' green performance. Indirect contributions can be made through 'soft' HRM policies and practices, which have an impact on employee work attitudes, such as relative job satisfaction and commitment to the organization, and encourage employee voice. In this way, HR initiatives can help reduce sources of dissatisfaction in the workplace and engage employees in achieving organizational goals, including green performance targets. Direct contributions of HRM to green performance include performance management systems and training programs, such as those aimed at achieving optimal flight levels. Palguna et al (2021) also reported that Human Resource Managers must have a good awareness of the Green HRM concept, after which Green HRM practices can be carried out, such as the concept of green building, minimizing paper use, recycling and waste disposal, and energy conservation. They must integrate the Green HRM concept into the human resource function. Yong et al (2019) reported that GHRM has a positive impact on employee performance in developing countries. The variables in the GHRM concept can encourage and motivate employees to work optimally. This certainly has a positive impact on the quality of the company.

Reddy (2017) reported that Green HRM involves environmentally friendly HR practices and data capital preservation, promoting sustainable business practices, and increasing awareness within the organization. Green HRM (Human Resource Management) initiatives are a hot topic in the current situation. There is an increasing desire for green strategic HRM, namely the integration of environmental management into HRM. Organizations that run Human Resources are usually very important in providing a broad approach to creating a culture of sustainability. The strategy interacts with implementing changes in various HR functions such as achievement, induction, coaching and development, conducting performance appraisals, and determining employee compensation. The Green HRM theme in HR forms a broader type of corporate social responsibility. Green Human Resource Management can play a significant role in organizations to facilitate the regulation of issues related to its continuation, in management philosophy, HR policies and practices, individual coaching and implementation of laws related to safety regulation.

Renwick et al (2013) reported findings from their review of research that showed that the understanding of how GHRM practices influence employee motivation to engage in environmental activities lags behind the understanding of how organizations develop Green capabilities and provide opportunities for employees to engage in organizational EM efforts. Organizations are not using all GHRM practices, and this can limit their effectiveness in efforts to improve EM. Ahmad (2015) stated that recently, there has been an increasing awareness among the business community about the importance of going green and implementing various environmental management techniques. As the business world becomes more global, businesses are shifting from conventional financial structures to modern capacity-based economies that are ready to explore the green economic aspects of business. Today, Green Human Resource Management (GHRM) has become a key business strategy for major organizations where the Human Resource Department plays an active role in realizing green in the office. Hosain & Rahman (2016) explained that there are many gaps to be filled in Green HRM, and theoretical and empirical studies are needed to enhance the knowledge of Green HRM. Empirical studies on Green HRM in the Sri Lankan context are not available even though Green HRM studies started in the 1990s in the international context. The major challenge that researchers will face is the conceptualization and operationalization of various constructs in the field of Green HRM as valid and reliable instruments need to be developed.

Ren et al (2018) explained that the increasing awareness and regulations related to environmental sustainability have given rise to the concept of green human resource management (GHRM) in the search for effective environmental management (EM) in organizations. GHRM research raises new and increasingly salient questions that have not been explored in the broader human resource management (HRM) literature. Despite the expansion of research linking GHRM to various aspects of EM and overall environmental performance, the theoretical foundations, measurement, and factors that lead to GHRM (including when and how it affects outcomes) remain largely unexplained. This paper, which seeks to better understand research opportunities and advance theoretical and empirical development, evaluates the emerging academic field of GHRM with a narrative review. The review highlights the urgent need to refine the conceptualization and measurement of GHRM and develop an integrated model of the antecedents, consequences, and contingencies associated with GHRM. Moving beyond the function-based perspective that focuses on specific HRM practices and building on

advances in the strategic HRM literature, we discuss the potential for multi-level applications, the importance of employee perceptions and experiences related to GHRM, contextual and cultural implications, and alternative theoretical approaches. A detailed and focused review provides a roadmap to stimulate the development of the GHRM field for scholars and practicing managers. Jabbour (2016) states that Green Human Resource Management (Green HRM) and Green Supply Chain Management (GSCM) are popular subjects in the fields of human resource management (HRM) and operations management (OM), respectively. Although scholars in each of these fields are advancing the role of GSCM and Green HRM in building more sustainable organizations, there is a significant delay in the integration of these two contemporary subjects, based on the larger gap in the integration of HRM and supply chain management. Tang et al (2018) explain that previous studies on green human resource management (GHRM) have been largely placed at the theoretical or qualitative level. There is an urgent need to develop valid measurements of GHRM and then offer more insights into its implications for individual or organizational performance. GHRM encompasses five dimensions: green recruitment and selection, green training, green performance management, green pay and rewards, and green engagement. Confirmatory factor analysis (study 2) was used to confirm the factor structure of study 1. The results showed that the proposed measures were valid. Millar et al (2015) confirmed that the authors in their study analyzed the similarities and differences in Green HRM approaches across three European subsidiaries of an American restaurant chain. This allowed for a comparison of Green HRM practices and behaviors and considered the factors that influence subsidiaries in specific domains. Therefore, this study addresses the current lack of international comparative research in the area of Green HRM. There was evidence of proactive environmental management, reflected through a range of operational and community-centered initiatives across the three European countries. Despite an overall commitment to environmental sustainability, the position and alignment of environmental and HR functions across subsidiaries varied, as did how subsidiaries chose to engage their workforce in environmental sustainability. This study identified several factors that explain differences in approach, including, among others, strategic and performance drivers and cultural dimensions, such as relationships with key stakeholders.

Chaudhary (2020) reports on a study aimed at understanding the role of green human resource management (GHRM) in driving employee

environmental performance. Specifically, the paper examines the impact of GHRM practices on employee green performance behavior (task-related and voluntary) with organizational identification as a mediator and employee personal environmental values and gender as moderators. Three hundred and one employees from the automotive sector in India participated in the study. Using a cross-sectional research design, the proposed research model was tested with the help of hierarchical regression analysis. GHRM was found to significantly predict employee green behaviors related to both task and voluntary. Organizational identification significantly mediated the effect, whereas gender and environmental values failed to moderate the relationship between GHRM and employee green behavior. The study signifies the role of Human Resources in achieving environmental sustainability and emphasizes the urgent need to incorporate sustainability dimensions into the Human Resource system to achieve sustainable development goals.

Tanova & Bayighomog (2022) reported that in line with the increasing awareness of environmental issues, there has been a rapid increase in research focusing on Green Human Resource Management. Research has shown that organizations that can link their environmental management efforts to human resource management systems have improved outcomes at the organizational and employee levels. This study is a systematic review of empirical work focusing on Green Human Resource Management in the service industry. Using a systematically selected sample of 48 articles, we compare the scales used to measure Green HRM, the theoretical frameworks on which the empirical papers are based, and identify a nomological network that includes how Green HRM is positioned about its antecedents, outcomes, and mediators or moderators. We highlight important issues regarding the current state of Green Human Resource Management in the service industry and provide opportunities for future research. Based on an in-depth study of the development of discussions related to GHRM, there is a positive effect on employees with the implementation of GHRM. The implementation of GHRM also has a positive impact on the social life of employees and reduces the operating costs of a company. GHRM is a management recommendation for improving the quality of service at an airport. With the lack of studies on the implementation of GHRM at airports, especially airports in Indonesia, a broader evaluation of airport management in Indonesia is needed to see the quality of employees at the airport about the implementation of GHRM. This is because based on a study conducted at Sultan Syarif Kasim II (SSK II) airport regarding the environmental awareness of employees, it was

found that the environmental awareness of airport employees tends to be low.

4. Conclusion

Based on the discussion above, it can be concluded that the concept of green management or Green Human Resource Management (GHRM) has many positive impacts on the company. Green Human Resource Management itself can be concluded to have six variables, namely Green Recruitment and Selection, Green Training and Development, Green Compensation, Green Performance Management and Appraisal, Green Employee Empowerment and Participation, and Green Management and Organizational Culture. Through these six variables, the quality of employees will increase, such as increased performance, high loyalty, and a good environmentally friendly attitude. With GHRM, companies can reduce their operational costs because employees use company facilities very effectively. Studies on the implementation of GHRM at airports are still very rare, so it is very possible to conduct studies on the implementation of GHRM at airports, especially airports in Indonesia. The low environmental awareness of SSK II airport employees indicates that the variables in GHRM are not implemented comprehensively, therefore further evaluation is needed regarding the implementation of GHRM.

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