

Green Human Resource Management: Strategic Analysis in Integrating Work Environment Principles to Policy-Moderated Employees Performance

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Abstract

Purpose: This study aims to examine the effect of green recruitment, green training and development, and green performance management on employee performance through GHRM Policy.

Research Methodology: A quantitative survey was conducted among 420 aviation industry employees. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine direct and indirect relationships among variables.

Results: The findings indicate that green recruitment, green training and development, and green performance management positively and significantly affect employee performance and GHRM Policy. However, GHRM Policy does not significantly influence employee performance and does not mediate the relationship between green HR practices and employee performance.

Conclusions: Green HR practices directly contribute to improving employee performance, while GHRM Policy does not play a significant mediating role.

Limitations: The study is limited to the aviation industry, uses cross-sectional data, and relies on self-reported questionnaires, which may affect generalizability.

Contribution: This study provides insights into the role of green HR practices in enhancing employee performance within the aviation sector.

Keywords: *Employee Performance, GHRM, Green Performance Management, Green Recruitment, Green Training and Development*

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1. Introduction

Green Human Resource Management (GHRM) is a company policy in sustainable human resource management by involving environmental aspects to preserve nature in company management. In the midst of the issue of increasing environmental damage due to production or consumption processes, GHRM is needed to minimize these conditions ([Hastuti, 2022](#); [Faeni, & Faeni, 2025](#)).

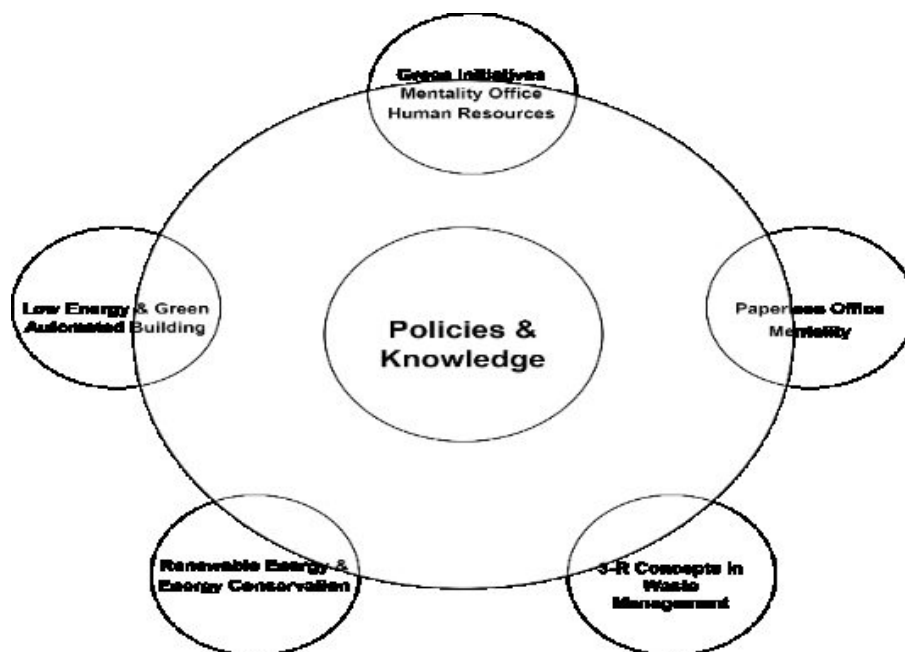


Figure 1. GHRM policies and practices

As illustrated in Figure 1, Green Human Resource Management (GHRM) integrates environmental objectives into core human resource functions, including recruitment, selection, training, leadership, performance appraisal, rewards, employee participation, and organizational culture. Rather than treating environmental responsibility as a separate organizational function, GHRM embeds sustainability principles into HR practices to develop employees' environmental knowledge, motivation, and capabilities. Through these practices, organizations can encourage employees to adopt environmentally responsible behaviors and influence colleagues to participate in green initiatives. Thus, GHRM represents a strategic approach to aligning employee behavior with organizational environmental objectives ([Aboramadan, Kundi, & Bercker, 2021](#); [Cuiyun, & Chazhong, 2020](#); [Kpetvaroon, 2019](#)).

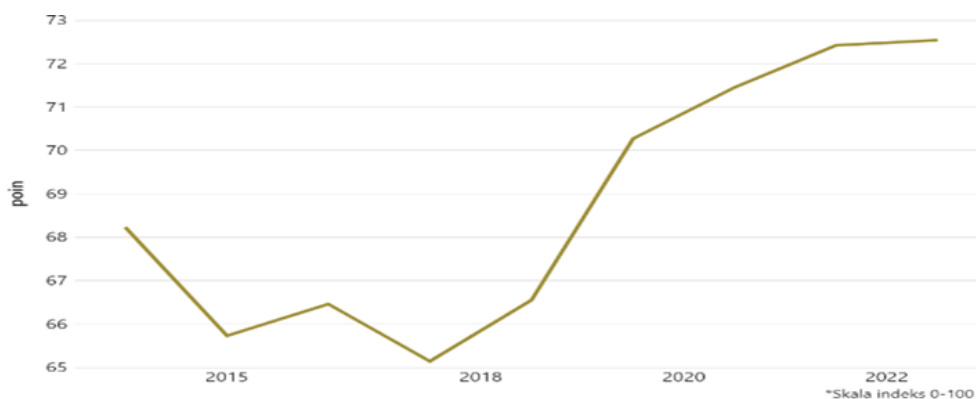


Figure 2. Indonesia Environmental Quality Index (IKLH) trend and environmental quality conditions, 2014–2023

Figure 2 presents Indonesia Environmental Quality Index/ *Indeks Kualitas Lingkungan Hidup* (IKLH), a composite indicator covering water, air, land-cover, and seawater quality. In 2023, the water quality index reached 54.59, the air quality index 88.67, the land-cover quality index 61.79, and the seawater quality index 78.84. The results indicate relatively favorable air and seawater conditions but continuing challenges in water quality and land-cover sustainability. These conditions emphasize the importance of strengthening environmental management across economic sectors, including aviation.

The aviation industry has a strategic role in supporting national and international mobility through passenger and cargo transportation. The expansion of domestic and international flight operations increases the need for organizations to maintain operational safety, service quality, employee competence, and environmental responsibility simultaneously. Continuous employee training is therefore essential for minimizing operational risks associated with human factors, technical failures, and workplace conditions. In this context, training contributes not only to employee competency but also to productivity, job effectiveness, and organizational performance ([Fasyariani, 2024](#); [Rahellea, Sawitri, Fikri, Faeni, & Maulia, 2024](#)).

From an environmental perspective, aviation workplaces generally implement basic sustainability practices, including organized workspaces, waste collection facilities, adequate ventilation, and reduced paper consumption through digital or paperless procedures. Nevertheless, several practices remain areas for improvement. Employee dependence on private fossil-fuel vehicles contributes to transportation-related emissions, while the limited use of reusable drinking containers indicates that environmentally responsible behaviors have not yet been fully embedded in daily routines. Similarly, inadequate lighting in some work areas suggests the need to balance employee well-being, operational efficiency, and energy management.

Environmental challenges also arise from aviation-related waste and emissions. Certain operational and industrial activities may generate particulate, chemical, or other potentially hazardous materials that require appropriate handling. Consequently, effective waste management is an important component of environmental responsibility within aviation organizations. Partnerships with specialized waste-management providers can support the safe treatment and recovery of materials that are no longer usable. Some waste streams may subsequently be processed into alternative resources, including materials used in construction and other industrial applications, demonstrating the potential for aviation organizations to adopt circular-economy practices ([Faeni & Faeni, 2025](#)).

These conditions highlight the relevance of GHRM as a strategic mechanism for integrating environmental sustainability into human resource management. Green recruitment can attract employees with environmental awareness, while green training can strengthen knowledge concerning waste reduction, energy conservation, pollution prevention, and efficient resource utilization. Green performance management and reward systems can further reinforce environmentally responsible behavior, whereas employee involvement can encourage collective participation in organizational sustainability programs.

In the aviation context, the integration of GHRM can contribute to the development of a green organizational culture in which environmental responsibility becomes part of employees' routine activities and decision-making processes. Such an approach is particularly relevant because aviation organizations must simultaneously maintain safety, service quality, operational reliability, and employee performance. By aligning HR practices with environmental objectives, GHRM can support both sustainable employee behavior and broader organizational effectiveness.

Overall, GHRM provides aviation organizations with a framework for connecting environmental sustainability with human resource capabilities. Effective implementation requires organizational commitment, supportive policies, continuous employee development, appropriate performance systems, and regular monitoring. When these elements are consistently applied, GHRM can strengthen green workplace practices while supporting employee performance, operational sustainability, and long-term environmental responsibility.

2. Literature Review and Hypotheses Development

2.1 Employee Performance and GHRM

Green Human Resource Management (GHRM) represents the integration of environmental sustainability principles into human resource management practices, including green recruitment,

green training, green performance management, green rewards, and employee involvement in environmental initiatives. From the perspective of the Ability–Motivation–Opportunity (AMO) framework, GHRM can enhance employee performance by developing employees' environmental capabilities, strengthening their motivation to contribute to organizational objectives, and providing opportunities to engage in environmentally responsible practices. In this sense, GHRM is not merely an environmental management mechanism but also a strategic human resource practice capable of shaping employee attitudes, behaviors, and performance ([Anggraini, Loo, & Nainggolan, 2026](#)).

The theoretical relationship between GHRM and employee performance can also be explained through the Resource-Based View (RBV), which considers human resources and organizational capabilities as strategic resources that can generate sustained competitive advantage when they are valuable, rare, difficult to imitate, and organizationally embedded. GHRM contributes to the development of environmentally oriented human capital by equipping employees with knowledge, skills, and behavioral competencies related to sustainability. Such capabilities may subsequently improve employees' ability to perform their tasks efficiently while simultaneously supporting organizational environmental objectives.

Previous empirical studies generally report a positive association between GHRM and employee-related outcomes. However, the findings should not be interpreted as evidence that all GHRM practices automatically improve performance. The effectiveness of GHRM depends on whether environmental policies are translated into meaningful employee practices, supported by appropriate training, performance evaluation, rewards, and managerial commitment. Thus, the performance effect of GHRM is likely to emerge when employees perceive that environmental objectives are consistently incorporated into the organization's human resource system rather than treated as symbolic organizational initiatives.

In the aviation industry, this relationship is particularly relevant because operational activities involve high levels of coordination, resource consumption, safety requirements, and environmental responsibility. Employees who receive appropriate environmental training and are evaluated and rewarded for environmentally responsible behaviors may develop greater awareness of organizational sustainability objectives and incorporate these objectives into their daily work. Accordingly, GHRM is expected to contribute positively to employee performance.

H₁: Green Human Resource Management has a positive and significant effect on employee performance

2.1.1 Green Human Resource Management and Work-Life Balance

The relationship between GHRM and work-life balance can be explained through the Job Demands–Resources (JD-R) framework. Employees in the aviation industry operate in an environment characterized by demanding schedules, operational pressure, service requirements, and high expectations for accuracy and safety. Such demands can consume employees' physical and psychological resources and potentially interfere with their non-work lives. GHRM may function as an organizational resource by creating supportive workplace practices, increasing employees' sense of organizational support, and promoting more sustainable patterns of work behavior.

Green-oriented human resource practices can contribute to a supportive organizational climate in which employees perceive that the organization values not only environmental outcomes but also responsible and sustainable employee behavior. Green training, employee participation, and supportive managerial practices can increase employees' competence and autonomy in performing their jobs. When employees have adequate resources to manage their work effectively, the likelihood of work-related demands interfering with their personal lives may be reduced.

Nevertheless, the empirical relationship between GHRM and work-life balance should not be assumed to be universally positive. Environmental initiatives may initially increase employees' responsibilities

if green activities are implemented as additional tasks without sufficient resources or workload adjustments. Therefore, the positive effect of GHRM on work-life balance depends on whether green practices are integrated into existing work systems rather than imposed as additional burdens. This distinction is particularly important in aviation organizations, where operational demands are already relatively high ([Faeni, Oktaviani, Riyadh, Faeni, & Beshr, 2025](#)).

Thus, GHRM is expected to improve work-life balance when environmental practices are accompanied by adequate organizational resources, employee participation, and managerial support.

H₂: Green Human Resource Management has a positive and significant effect on work-life balance

2.1.2 Work-Life Balance and Employee Performance

Work-life balance refers to an individual's ability to effectively manage and reconcile work-related responsibilities with personal and family-related demands. The theoretical relationship between work-life balance and employee performance can be explained through the Conservation of Resources (COR) theory, which proposes that individuals seek to acquire, maintain, and protect valuable resources. Persistent conflict between work and non-work domains can deplete employees' psychological and emotional resources, potentially reducing their concentration, motivation, and capacity to perform effectively.

When employees experience an appropriate balance between work and personal responsibilities, they are more likely to retain sufficient psychological resources to focus on their organizational tasks. Conversely, excessive work-life conflict may generate stress, fatigue, and emotional exhaustion, which can negatively affect work engagement and task performance. Therefore, work-life balance can serve as an important condition through which organizational practices influence employee outcomes ([Faeni, Oktaviani, Riyadh, Faeni, & Beshr, 2025](#)).

Empirical research has generally identified a positive relationship between work-life balance and employee performance. However, the strength of this relationship may vary across occupational contexts. In highly demanding industries such as aviation, employees must frequently manage irregular schedules, operational pressures, customer demands, and safety-critical responsibilities. Under these circumstances, the ability to maintain an appropriate balance between work and personal life becomes particularly important for preserving employee energy and concentration.

Accordingly, employees who perceive greater balance between their professional and personal responsibilities are expected to have greater psychological resources available for performing their jobs effectively.

H₃: Work-life balance has a positive and significant effect on employee performance

2.1.3 The Mediating Role of Work-Life Balance

The proposed model further positions work-life balance as a mediating mechanism linking GHRM to employee performance. This mediation relationship is theoretically supported by the AMO and COR perspectives. GHRM can provide employees with the capabilities, motivation, and organizational opportunities necessary to perform effectively, while simultaneously creating organizational conditions that support the sustainable management of employees' work and personal resources. These conditions can enhance work-life balance, which subsequently enables employees to preserve the psychological resources required for effective job performance.

The mediation perspective provides a more comprehensive explanation than examining the direct relationship between GHRM and employee performance alone. A direct relationship may indicate that GHRM contributes to performance through employee capability and motivation; however, it does not explain the mechanisms through which employees maintain their capacity to perform over time.

Work-life balance provides one possible mechanism by which sustainable human resource practices can translate into improved employee outcomes.

Previous empirical studies have provided evidence that work-life balance can function as an intervening mechanism between organizational practices and employee outcomes. However, the existing literature has predominantly examined conventional HR practices, organizational support, leadership, or job characteristics rather than explicitly examining GHRM within the aviation context. This creates an opportunity to extend existing research by examining whether environmentally oriented HR practices contribute to employee performance partly because they create more sustainable conditions for employees to manage work and personal responsibilities (Haeruddin, Ciptagustia, Mustafa, Rahmawati, & Putra, 2026).

Therefore, this study proposes that GHRM influences employee performance both directly and indirectly through work-life balance.

H₄: Work-life balance mediates the relationship between Green Human Resource Management and employee performance

2.1.4 Clarification of the Role of the Work Environment

The work environment is an important contextual factor in understanding employee behavior and organizational sustainability. A clean, safe, well-ventilated, and environmentally responsible workplace can support employee comfort and facilitate the implementation of green organizational practices. In aviation organizations, workplace conditions are particularly relevant because employees operate in technically demanding environments where safety, operational efficiency, and environmental responsibility are closely interconnected.

However, the conceptual relevance of the work environment should be distinguished from its empirical role in the proposed research model. If the work environment is not operationalized as a construct and empirically tested in the PLS-SEM model, it should not be presented as a causal variable or formal theoretical construct. Instead, it should be treated as contextual background that explains why GHRM is particularly relevant to aviation organizations.

Accordingly, the present study focuses its theoretical and empirical analysis on the relationships among GHRM, work-life balance, and employee performance. The physical and environmental characteristics of aviation workplaces are discussed to establish the organizational context but are not hypothesized as direct determinants of employee performance. This distinction ensures consistency between the theoretical framework, research hypotheses, measurement model, and empirical analysis.

The resulting conceptual logic is therefore that GHRM represents the strategic HR mechanism, work-life balance represents the employee-level psychological and behavioral mechanism, and employee performance represents the organizationally relevant outcome. This structure provides a more theoretically coherent explanation of how environmentally oriented HR practices can generate both sustainability-related and performance-related benefits in the aviation industry.

2.2 Green Human Resource Management

Green Human Resource Management (GHRM) refers to the integration of environmental considerations into human resource policies, practices, and employee-related activities. Through the adoption of environmentally responsible HR practices, organizations seek to align employee behavior with broader sustainability objectives while generating positive outcomes for employees, society, and the natural environment. In this context, the HR function serves as a strategic mechanism for embedding sustainability within organizational practices, particularly by developing HR policies that encourage environmentally responsible behavior and enhance organizational environmental performance (Faisal, 2023).

The adoption of GHRM can generate several organizational and environmental advantages. These include promoting healthier working conditions, strengthening corporate reputation, developing competent and environmentally committed employees, minimizing adverse environmental impacts, and improving waste management through waste reduction, reuse, and recycling. Such practices may also contribute to operational efficiency and cost reduction by lowering material consumption and production-related waste. More broadly, GHRM enables organizations to institutionalize environmentally responsible practices and cultivate a workplace culture that supports long-term sustainability. When implemented consistently, these practices can contribute to lower carbon emissions, more efficient energy consumption, reduced waste generation, and improved conservation of natural resources ([Adonia Siburian et al., 2022](#); [Ekhsan & Parashakti, 2023](#))

2.3 Working Environment

The work environment encompasses the physical and non-physical conditions surrounding employees while performing their duties, which may influence their psychological well-being, comfort, and work performance. It includes workplace facilities, infrastructure, interpersonal conditions, and organizational arrangements that support employees in carrying out their responsibilities. In a broader sense, the work environment comprises the equipment and materials used by employees, the physical surroundings, work procedures, and the organization of tasks performed individually or collectively. According to [Oktaviani, Zahara, and Ismail \(2023\)](#), the work environment refers to the various conditions surrounding employees that may either create comfort or generate discomfort during work. A supportive work environment is therefore characterized by conditions that promote employee well-being, facilitate task completion, and contribute positively to work performance ([Jufrizen, & Rahmadhani, 2020](#); [Madiono, Scheller-Sampson, & Mulyono, 2018](#); [Suryani, 2021](#)).

The work environment can be assessed through several dimensions that contribute to employees' comfort, concentration, and effectiveness in performing their duties. These dimensions include both physical and non-physical aspects of the workplace. **Lighting** is one of the important physical dimensions, as adequate workplace illumination enables employees to perform their tasks comfortably and accurately. Proper lighting conditions can reduce visual strain, improve concentration, and support employee productivity. **Air temperature** is another critical factor affecting employee comfort, where appropriate thermal conditions help employees maintain focus and perform their responsibilities effectively. **Noise** refers to unwanted sound levels in the workplace that may interfere with employees' concentration and work activities. Excessive noise can disrupt communication, reduce focus, and potentially decrease work effectiveness.

Furthermore, **the use of color** in the workplace can influence the atmosphere and psychological conditions of employees. Appropriate color selection and arrangement can create a more pleasant working environment while supporting psychological comfort and work efficiency. **Workspace and movement area** refer to the physical arrangement of the workplace, including the availability of sufficient space for employee movement and the placement of furniture, equipment, and workstations. An organized workspace can facilitate smoother work processes and minimize physical limitations. **Work capability** represents employees' abilities and competencies in carrying out their assigned responsibilities. Employees with adequate skills, knowledge, and confidence are more likely to demonstrate better focus, clarity, and effectiveness in completing their tasks. In addition, **employee relationships** represent an important component of the non-physical work environment. Positive interpersonal relationships among employees can encourage cooperation, effective communication, mutual support, and a harmonious organizational atmosphere, thereby supporting the achievement of organizational goals more effectively ([Suriyana, Sedarmayanti, & Zefriyenni, 2024](#)).

The conceptual framework illustrating the proposed relationships among the research variables is presented in Figure 3.

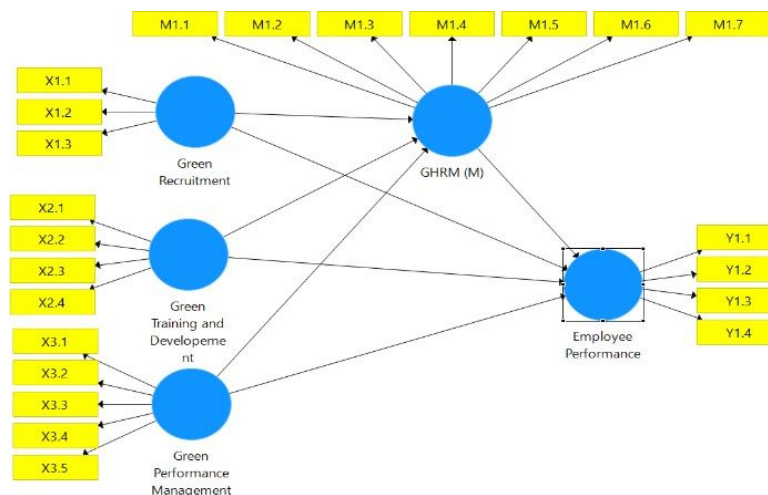


Figure 3. Conceptual framework

2.4 Hypotheses

2.4.1 The Effect of Green Recruitment on Employee Performance

Previous empirical studies indicate that Green Recruitment (GR) contributes positively and significantly to employee performance. The recruitment of candidates who possess environmental awareness and sustainability-oriented competencies can strengthen the alignment between individual values and organizational objectives, thereby supporting more effective employee performance ([Bangura, 2022](#); [Sinambela, 2021](#); [Pham, & Paillé, 2020](#)).

2.4.2 The Effect of Green Recruitment on GHRM Policy

Evidence from the hospitality sector demonstrates that Green Recruitment (GR) plays an important role in supporting the implementation of environmental sustainability practices. By attracting and selecting candidates with strong environmental awareness, organizations can strengthen the integration of sustainability principles into their human resource policies and practices ([Widana, Faeni, & Basrowi, 2025](#)).

2.4.3 The Effect of Green Training and Development on Employee Performance

Empirical evidence suggests that Green Training and Development (GTD) is an important determinant of employee performance. Environmentally oriented training enables employees to develop relevant knowledge, skills, and competencies, which can subsequently enhance their effectiveness in performing organizational tasks ([Begum, & Kavitha, 2023](#); [Evina, Saputra, & Nuvriasari, 2024](#); [Septiawati, Astawa, Triyuni, & Mataram, 2022](#)).

2.4.4 The Effect of Green Training and Development on GHRM Policy

Several studies have demonstrated that Green Training and Development (GTD) significantly supports the implementation of GHRM policies. Through systematic environmental training and employee development, organizations can embed sustainability principles into their HR practices while strengthening employees' awareness and commitment to environmental objectives ([Faeni, & Yuliansyah, 2023](#); [Hastuti, 2022](#); [Suarta, Armoni, & Eka, 2023](#)).

2.4.5 The Effect of Green Performance Management on Employee Performance

Prior research provides evidence that Green Performance Management (GPM) has a positive and significant relationship with employee performance. Incorporating environmental criteria into performance evaluation can encourage employees to align their work behaviors with organizational sustainability objectives while maintaining or improving their overall performance ([Aditya, 2022](#); [Ardiza, Nawangsari, & Sutawidjaya, 2021](#); [Fang, & Zhan, 2024](#)).

2.4.6 The Effect of Green Performance Management on GHRM Policy

The implementation of Green Performance Management (GPM) has also been associated with the strengthening of GHRM policies. By integrating environmental targets and indicators into employee performance assessment, organizations can institutionalize sustainability within their HR management systems and reinforce environmentally responsible employee behavior ([Fitria, Musslifah, & Purnomosidi, 2024](#); [Hadi, & Rajjani, 2023](#); [Sutisnawati, 2023](#)). Moreover, the integration of GPM into organizational systems enables companies to monitor, evaluate, and improve employees' contributions toward environmental objectives. When environmental performance becomes part of the evaluation and feedback process, employees receive clearer expectations regarding sustainable practices and are more motivated to align their work behavior with organizational environmental goals. Therefore, GPM not only supports the implementation of GHRM policies but also promotes continuous improvement in employee performance and organizational sustainability outcomes.

2.4.7 The Effect of GHRM Policy on Employee Performance

Previous studies indicate that the implementation of GHRM policies can significantly contribute to employee performance. The integration of green recruitment, green training and development, and green performance management creates a coherent HR system that encourages employees to develop environmental awareness, acquire sustainability-related competencies, and demonstrate environmentally responsible behaviors. Collectively, these practices can enhance employee effectiveness and contribute to improved organizational performance ([Wijonarko & Alexander Wirapraja Group, 2023](#); [Imaduddin & Suwarsi, 2023](#); [Kulsum, 2019](#)). Furthermore, GHRM practices provide organizations with a strategic mechanism to align employee capabilities with sustainability objectives. Through consistent implementation of green-oriented HR practices, employees are encouraged to participate in environmental initiatives, adopt efficient resource utilization behaviors, and support organizational sustainability goals. This alignment between human resource management and environmental responsibility not only strengthens employees' individual performance but also contributes to the development of a sustainable organizational culture and long-term competitive advantage.

3. Research Methodology

The research population comprised employees who were actively employed in the aviation industry. Respondents were selected using a purposive sampling approach, involving employees from different departments and organizational units across several aviation companies. The minimum required sample size was determined using Slovin formula, based on the total population and the specified margin of error. The calculation resulted in a minimum sample of 420 respondents, which was subsequently used as the sample size for the study.

This study employed a quantitative research approach, with primary data collected through a structured questionnaire. The instrument consisted of a series of statements designed to measure respondents' perceptions of the implementation of GHRM, the work environment, and their relationship with employee performance. The questionnaire was used as the principal data collection instrument, while the quality of the measurement instrument was assessed through validity and reliability testing to ensure that the items adequately measured the intended constructs and produced consistent results ([Pujiati et al., 2025](#)).

The collected data were analyzed using Structural Equation Modeling (SEM) based on the Partial Least Squares approach (PLS-SEM). Statistical analysis was conducted using SmartPLS version 4.2, which was employed to evaluate the measurement model and structural model and to examine the hypothesized relationships among the research variables ([Sinambela, 2021](#)). Before conducting the structural analysis, the data were evaluated through the assessment of the measurement model, including convergent validity, discriminant validity, composite reliability, and Cronbach's alpha to ensure the accuracy and consistency of the constructs. The structural model assessment was then performed by examining path coefficients, t-statistics, p-values, and coefficient of determination (R^2).

to determine the significance and explanatory power of the proposed relationships. Furthermore, bootstrapping procedures were applied to evaluate the direct and indirect effects among variables and to test the proposed hypotheses in the research model.

4. Results and Discussions

4.1 Analysis Results

Table 1. Respondent profiles

Gender	Quantity	Percentage (%)
Male	200	47
Female	220	53
Total	420	100
Age	Quantity	Percentage
20-25 Years	17	5
26-30 Years	120	28
31-36 Years	110	26
36-45 Years	85	20
>45 Years	88	21
Total	420	100
Working Experience	Quantity	Percentage
< 5 Years	98	23.3
5-10 Years	97	23.2
10-15 Years	108	25.7
15-20 Years	117	27.8
Total	420	100

According to the data in Table 1, it can be found that all of the study respondents are female and male with varied ages and working periods. This variation indicates that the respondents represent diverse demographic characteristics, allowing the study to capture different perspectives and experiences related to the research variables.

4.2 Validity and Reliability Tests

Table 2. Validity and reliability tests

	Cronbach Alpha	rho_A	Composite Reliability	Mean Variance Extracted (AVE)
EP (Y)	0.889	0.869	0.919	0.838
GHRM (M)	0.948	0.936	0.943	0.901
GPM (X_3)	0.966	0.944	0.933	0.837
GR (X_1)	0.887	0.888	0.927	0.909
GTD (X_2)	0.899	0.899	0.916	0.789

The step in testing the validity and reliability as presented in Table 2 of the discriminant indicator is by comparing the square root coefficient of variance extracted by AVE from each latent factor with the correlation coefficient among others in the model. The recommended AVE value is above 0.50 or > 0.50. The AVE value for Employee Performance (EP) is 0.838, the AVE value for GHRM is 0.901. The AVE value for Green Performance Management (GPM) is 0.837. The AVE value for Green Recruitment (GR) is 0.909 and the AVE value for Green Training and Development (GTD) is 0.789. The next step is to use Composite Reliability to measure the values between variable indicators. The results are reliable when the Composite Reliability value and Cronbach's alpha > 0.70.

4.3 Measurement Model (Outer Model)

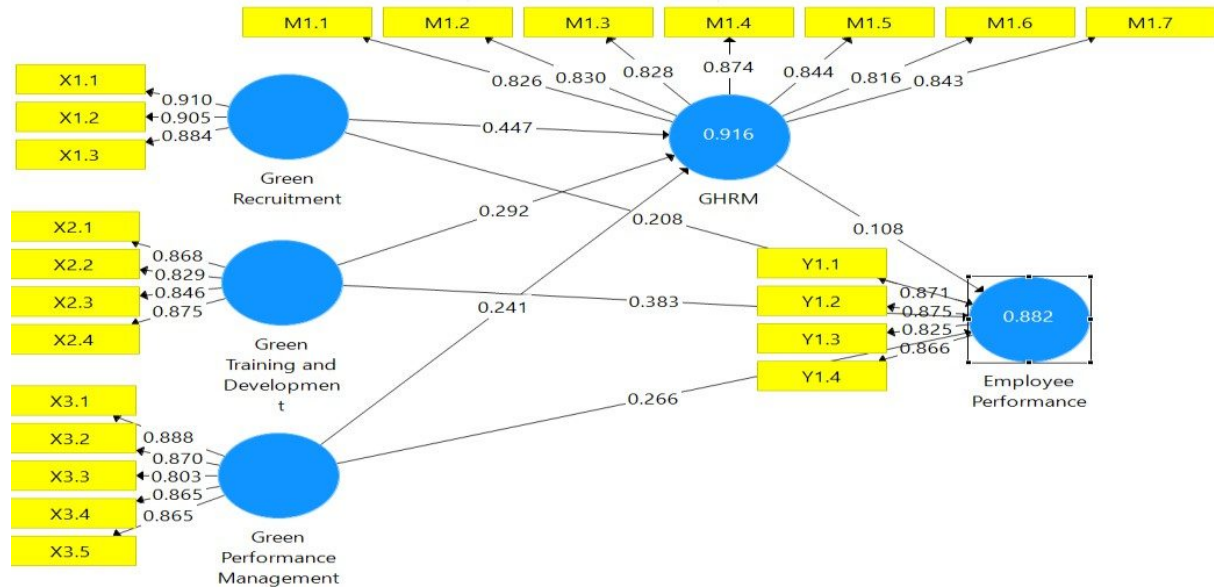


Figure 4. Outer model

The Outer Model Test in the Figure 4 shows the data of the loading factor value for each construct of each variable. Based on the data table, it can be seen that all loading factors are worth more than 0.7, so it can be concluded that based on each construct in the study, it has a well-distributed validity.

Table 3. Discriminant validity

EP	GHRM	GPM	GPM	GR	GTD
EP	0.959				
GHRM	0.945	0.897			
GPM	0.944	0.956	0.899		
GR	0.998	0.988	0.969	0.983	
GTD	0.976	0.940	0.999	0.938	0.885

The evaluation of discriminant validity was accepted by the Heterotrait-Monotriat Ratio of Correlations method with a value of less than 0.90 (HTMT < 0.90) as shown in Table 3. Each focus measurement item measures its own construct and has a low correlation with other constructs.

4.4 Model Structural (Inner Model)

Table 4. R-square test

R-Square	Adjusted R-Square
Employee Performance	0.899
GHRM	0.905

Table 4 explains that the results of the R Square Test on the Employee Performance Variable show a value of 0.899 which means that there is a strong relationship with the Employee Performance (Y) Variable. The score obtained explained that Employee Performance was influenced by the variables in this study by 89.9%. While the other 11.8% were influenced by other variables outside this research model. The GHRM Variable shows an R Square result of 0.905 which means that 90,5% of the data of this study is influenced by the GHRM Variable while the other 8,6% is influenced by other variables outside the research model.

Table 5. F -square test

EP	GHRM	GPM
EP		

EP	GHRM	GPM
GHRM	0.008	
GPM	0.064	0.08
GR	0.031	0.249
GTD	0.119	0.108

The F Square test in Table 5, with an f square value of 0.02 shows a small rating, Effect Size 0.15 shows a medium rating and Effect Size 0.35 shows a large rating.

4.5 Hypotheses test of direct influence

The results of hypothesis testing based on the path coefficients are presented in Table 6.

Table 6. Hypothetical path coefficients values

H	Variables	Sample Original (O)	Average Sample (M)	(STDEV)	T Statistics (O/STDEV)	P 8
H_1	GR (X_1) → EP (Y)	0.208	0.205	0.123	1.694	0.005
H_2	GR(X_1) → GHRM(M)	0.447	0.448	0.068	6.585	0.000
H_3	GTD (X_2) → EP (Y)	0.383	0.389	0.135	2.843	0.009
H_4	GTD (X_2) → GHRM (M)	0.292	0.297	0.086	3.399	0.000
H_5	GPM (X_3) → EP (Y)	0.266	0.271	0.121	2.19	0.002
H_6	GPM (X_3) → GHRM (M)	0.241	0.235	0.065	3.723	0.000
H_7	GHRM (M) → EP (Y)	0.108	0.099	0.106	1.018	0.355

The hypothesis testing results indicate that most of the proposed direct relationships are supported. H_1 shows that the relationship between Green Recruitment (GR) and Employee Performance (EP) obtains a P-value of 0.005, which meets the required significance level of <0.05 . This indicates that Green Recruitment has a positive and significant effect on Employee Performance. H_2 reveals that Green Recruitment has a positive and significant effect on GHRM Policy, with a P-value of 0.000, indicating that the implementation of Green Recruitment contributes to strengthening GHRM practices.

Furthermore, H_3 demonstrates that Green Training and Development (GTD) has a positive and significant effect on Employee Performance, with a P-value of 0.009. H_4 also confirms that GTD has a positive and significant effect on GHRM Policy, as indicated by a P-value of 0.000. These findings suggest that environmentally oriented training and development practices play an important role in improving employee performance and supporting the implementation of GHRM policies.

Similarly, H_5 shows that Green Performance Management (GPM) has a positive and significant effect on Employee Performance, with a P-value of 0.002. H_6 indicates that GPM has a positive and significant effect on GHRM Policy, with a P-value of 0.000. This confirms that green-oriented performance evaluation and management systems contribute to both employee outcomes and the strengthening of GHRM implementation.

However, H_7 indicates that the relationship between GHRM Policy and Employee Performance obtains a P-value of 0.355, which does not meet the required significance level of <0.05 . This means that GHRM Policy has a positive but insignificant effect on Employee Performance. Therefore, although GHRM Policy is positively associated with employee performance, it does not have a direct significant contribution to improving employee performance in this research model.

The results of the mediation analysis through specific indirect effects are presented in Table 7.

Table 7. Specific indirect effect

H	Variables	Sample Original (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H_8	$GR(X_1) \rightarrow GHRM(M) \rightarrow EP(Y)$	0.048	0.044	0.047	1.018	0.188
H_9	$GTD(X_2) \rightarrow GHRM(M) \rightarrow EP(Y)$	0.031	0.029	0.035	0.909	0.282
H_{10}	$GPM(X_3) \rightarrow GHRM(M) \rightarrow EP(Y)$	0.026	0.024	0.027	0.95	0.191

The mediation analysis results for H_8 , H_9 , and H_{10} indicate that the effects of Green Recruitment (GR), Green Training and Development (GTD), and Green Performance Management (GPM) on Employee Performance (EP) through the GHRM Policy variable are positive but insignificant. Specifically, the indirect effect of GR on EP through GHRM is 0.188, GTD on EP through GHRM is 0.282, and GPM on EP through GHRM is 0.191, with all relationships showing a P-value greater than 5% or 0.05. These findings indicate that the GHRM Policy variable does not mediate the relationship between GR, GTD, and GPM on Employee Performance, and all three mediation hypotheses are categorized as Direct-Only Non-Mediation.

In the direct effect analysis, GR, GTD, and GPM have a positive and significant effect on EP, while their indirect effects through the GHRM Policy variable are positive but not significant. Referring to the mediation classification method, this condition indicates that the GHRM Policy variable is classified as Direct Only (Non-Mediation). This means that GHRM Policy is unable to function as a mediating variable in the relationship between GR, GTD, and GPM with EP. Therefore, the GHRM Policy variable is not recommended as an intervening variable in this model, as the implementation of GR, GTD, and GPM can still directly improve Employee Performance without requiring mediation through GHRM Policy.

5. Conclusions

5.1 Conclusion

As illustrated in Figure 1, Green Human Resource Management (GHRM) integrates environmental objectives into core human resource practices, including recruitment, training, performance management, rewards, employee participation, and organizational culture. GHRM embeds sustainability principles into HR processes to develop employees' environmental awareness, motivation, and capabilities, thereby encouraging environmentally responsible behaviors and supporting organizational sustainability objectives. Figure 2 presents the Indonesia Environmental Quality Index (IKLH), which measures environmental conditions based on water, air, land-cover, and seawater quality. In 2023, the index showed relatively favorable conditions for air and seawater quality, while water quality and land-cover sustainability remained key challenges. These conditions highlight the need for stronger environmental management practices across economic sectors, including aviation.

The aviation industry plays an important role in national and international mobility but also faces challenges in maintaining operational performance while reducing environmental impacts. Employee competence, continuous training, and environmentally responsible behavior are essential to improve operational efficiency and support sustainability. Although aviation workplaces have implemented several green practices, such as waste management, digital procedures, and organized work environments, improvements are still needed in areas such as transportation emissions, energy efficiency, and daily environmental behaviors.

These challenges demonstrate the relevance of GHRM as a strategic approach to integrating sustainability into human resource practices. Through green recruitment, training, performance management, rewards, and employee involvement, organizations can strengthen environmental

awareness and encourage sustainable workplace behavior. In the aviation context, GHRM can support the development of a green organizational culture by aligning employee actions with environmental objectives while maintaining safety, service quality, and operational effectiveness. Therefore, effective GHRM implementation can contribute to improved employee performance, sustainable workplace practices, and long-term environmental responsibility.

5.2 Research Limitations

Research on the influence of GHRM policy mediation provides good insight into the environmentally friendly aspects for employees in the company's environmental sustainability. Although the P-Values obtained are not qualified, the evaluation of these findings nevertheless contributes to a further understanding of the relationship between green recruitment, green training and development and green performance management to employee performance. Although current findings do not support a significant positive influence, management in the aviation industries can use these results as a basis to assist in development strategies.

5.3 Suggestions and Direction for Future Research

The results of this study show that the variables of green recruitment, green training and development, green recruitment and GHRM Policy have an influence on the company's employee performance, the better the implementation in aspects of GHRM will help employees in improving their performance. A good environment is obtained from the awareness of the employees involved in it, the short-term strategy that management can carry out is that the application of 3Rs can be an input in the company's environmental management, and the training provided to employees will further increase employees' knowledge and understanding of how important sustainable environmental management is for the sustainability of the aviation industry and the surrounding environment. Furthermore, the integration of green human resource practices into organizational policies can strengthen employees' commitment to sustainability while supporting long-term operational effectiveness and environmental responsibility within the aviation industry.

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Author Contributions

DF constructed the model economics for the research designs and responsible for all activities/, YF conducted field studies for this particular research, HP distributed google forms of all questionnaires and RF analyzed all statistic pertinents for all variables included in this research.

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