



# Green Human Resource Management for Corporate Sustainability in the Aviation Industry

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## Abstract

**Purpose:** This study aims to evaluate the role of Green Human Resources Management (GHRM) in promoting corporate sustainability within the aviation industry. Specifically, it explores how practices such as green recruitment, green training, green performance, and green rewards impact organizational sustainability efforts.

**Research Methodology:** A systematic review of academic literature on Green HRM practices within the aviation industry was conducted to identify key components that contribute to corporate sustainability.

**Results:** The findings reveal that GHRM practices, including green recruitment, green training, and green performance management, play a significant role in achieving sustainability goals. The study also highlights how these practices contribute to organizational growth, reduce environmental impacts, and enhance employee engagement in sustainability initiatives.

**Conclusions:** Green Human Resources Management is a key practice for enhancing corporate sustainability in the aviation industry. The integration of environmental practices into HR policies helps organizations reduce their ecological footprint while contributing to long-term growth. The aviation industry can benefit significantly from implementing GHRM strategies to meet environmental goals.

**Limitations:** The study is limited by its reliance on existing literature, which may not capture the full range of industry-specific practices. Further empirical research is needed to validate these findings in a practical context.

**Contributions:** This research contributes to the limited literature on GHRM in the aviation industry, offering insights into the relationship between HR practices and corporate sustainability. It provides practical recommendations for industry stakeholders and policymakers to integrate green practices into human resource management.

**Keywords:** *Aviation Industry, Corporate Sustainability, Environmental Management, Green Recruitment, Green Human Resources Management*

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## 1. Introduction

Air pollution in cities, unnatural weather changes, water scarcity, and loss of biodiversity due to severe environmental degradation all put the world at risk. In danger big And matter the become problem main (Malik et al., 2020). Change climate the become topic discussion in between for maker policy, inhabitant country, and government in all over region global (Setyawati & Aristiyanto, 2021), so that the emergence of global climate change has forced every company to adopt environmentally friendly policies to reduce

the negative effects of wasteful use of resources and degradation of the green environment ([Afsar & Umrani, 2019](#); [Kuncoro & Harahap, 2021](#)).

Therefore, companies choose alternative practice management as an effort to meet the expectations of various stakeholders interested in the economy, which is turbulent, and building green management practices is considered one of the most effective ways to address environmental issues. In level organization. Policy source Power man especially designed to handle environmental issues of a company that can have a direct impact on organizational performance ([Heriyanto, 2021](#); [Shah, 2019](#)). This strategy focuses on the natural environment by considering every dimension of business operations and their social, cultural, economic, and environmental impacts ([Keke et al., 2021](#); [Yong, Yusliza, Ramayah, & Fawehinmi, 2019](#)). To build green management, organizations and human resources must improve their efficiency within the hierarchy. organization, Then do work Which more virtualized or remove unnecessary time spent in the office and optimizes the use of company resources, including travel, etc. The company also supports greener options, including telecommuting and work schedules. Work flexible ([Agusinta et al., 2021](#); [Fayyazi et al., 2015](#)).

Green management practices are carried out entirely by people who express a positive attitude towards the environment and have a sense of responsibility for their actions that may have implications environment ([Anggraini, 2021](#); [Aprillita & Perkasa, 2021](#)). The term used is Green Human Resources Management (GHRM), which consists of practices such as green recruitment and selection, green training, green wages and awards, and employee involvement. It is not necessary to say that the role of GHRM is very significant in the development of environmentally friendly norms and practices in organizations ([Abdullah, 2021](#); [Yong, Yusliza, Ramayah, Jabbour, et al., 2019](#)).

The authors believe that GHRM plays an important role in achieving company sustainability. Objective This study explores the aviation industry's perspective on the impact of GHRM practices (i.e., green recruitment and selection, green pay and rewards, and green employee engagement) on corporate sustainability practices. Due to the lack of research on the causal relationship between GHRM practices and corporate sustainability, specifically on industry flight, there is much literature on this topic. This study fills this gap and contributes to the existing literature by providing an aviation industry perspective on GHRM and corporate sustainability. Therefore, this study uses the core theory of stakeholders interest in industry flight, where industry logging is the wrong sector, which contributes significantly to the domestic gross product (GDP) of a country that focuses on sustainability and overall human development ([Satria, 2021](#); [Solihin, 2021](#)).

This study makes several contributions to theory, method, and practice. First, this study supports core theory stakeholders interest in the relationship between GHRM and corporate sustainability practices to meet the demands of various stakeholders. Second, this study contributes to the limited literature on the connection between subjects, especially in the context of economic development. Third, this study contributes to the application of GHRM, which was newly developed by the author, in the context of developing countries. Finally, this study offers practical implications for the flight industry as an implementation practice of green and sustainable work.

## 2. Literature Review

### 2.1 Theory Stakeholders Interest

The theory of stakeholders interest is popular in philosophy companies and management, which advocate an approach that is efficient, pragmatic, and ethical for arranging and managing organizational problems in various scenarios ([Harrison et al., 2015](#)). Stakeholder theory suggests that managers' core responsibility is not only to take care of shareholders, but they are also responsible for impacting stakeholder interest in

general (Moneva & Hernández-Pajares, 2018). From a global context, such theories help shed light on economic and social issues by aiding strategic organizational decisions (Waheed & Zhang, 2020).

A stakeholder in an organization is someone who has a direct or indirect interest in the business. In other words, anyone who affects or is affected by its operations. Something organization is the stakeholders interest (Parmenas, 2021; Ricardianto et al., 2021). With thus stakeholders interest can be close with environment business And own more Lots share direct, for example, employee And shareholders, or those who are distant and have indirect interests, such as communities and people/entities outside the business (Setyawati et al., 2021; Susanto & Parmenas, 2021; Susanto et al., 2021). Therefore, stakeholder theory was chosen in this study to comprehensively explain all its propositions (Fathihani, 2021; Fathihani & Nasution, 2021).

To achieve corporate sustainability, companies must look internally and externally to understand their environmental and social impacts (Ikhsani et al., 2021). This requires stakeholder engagement to identify and address the impacts and concerns. Businesses can focus on corporate sustainability internally by training employees and designing strategies or policies that ensure sustainability. When companies look externally, stakeholders, including customers, suppliers, communities, and non-governmental organizations, are expected to have diverse expectations from various stakeholders. In other words, stakeholder engagement and involvement (both internal and external) are crucial to corporate sustainability (Rizqi & Sakinah, 2021; Zahid et al., 2020). By implementing sustainability and GHRM concepts, organizations can meet the demands of various stakeholders. Similarly, the essence of stakeholder theory applies to industries such as aviation. Furthermore, stakeholder demands may vary across industries, but their importance remains crucial (Dissanayake et al., 2016; Wardhani & Ullly, 2024). Corporate Sustainability and GHRM are two interrelated subjects, as both seek to serve the interests of internal and external stakeholders, thus focusing on the impact of an organization's social, environmental, and economic performance.

## **2.2 Green Human Resources Management (GHRM)**

Green human resource management (GHRM) is an integral part of any organization. Ultimately, the human capital of an industry contributes to the long-term growth of an organization. Researchers have highlighted that despite the key role HRM can play in designing preferred strategies to influence prevailing organizational practices, shaping the employee environmental management framework has not been widely studied (Ayuningtyas & Ilman, 2021; Zibarras & Coan, 2015). The growing importance of green management has led to a renewed impetus to explore the importance of HRM in every business enterprise for achieving sustainable growth. Several influential studies have explored Green Human Resources Management (GHRM) systems and their impact on employee behavior from a multidimensional perspective, along with novel theoretical approaches (Renwick et al., 2016; Wahyuningsih et al., 2021).

Several factors play a dominant role in forming public perception of a business company brand. One example is the recruitment and selection of an ideal workforce in an organization, which can most likely be influenced by the green management of a business company, especially when a company is considered a friendly Work Which environment (Guerci et al., 2015; Syahril & Sudono, 2021). Additionally, another study explains that business firms with transparent environmental policies and regulations seem to attract the attention of potential workforce, and as a result, the organization garners trust from the most qualified pool of applicants (Berlian Rms & Wahyuningsih, 2021; Guerci et al., 2015). The literature suggests That Green Human Resources Management (GHRM) plays a significant role at the organizational and societal levels in advancing the natural environment.

To achieve environmental sustainability goals, most companies can use appropriate Green Human Resource Management (GHRM) practices to motivate their employees (Ullah, 2017). The GRHM is associated with the use of each employee's interface to promote sustainable practices and increase em-

employee awareness and commitment to sustainability issues. In other words, GHRM is the implementation of HRM policies to promote the use of sustainable resources within a business organization and, more generally, to promote environmental sustainability (Afum et al., 2021). However, it should be noted that the GRHM has unique characteristics, and the green human resources subsystem is different from the general human resources subsystem (Saputro & Soleha, 2021; Shoaib et al., 2021).

The study of Green Human Resource Management (GHRM) has received attention. However, the focus on determining the important aspects or components of green HRM practices varies widely. Yusliza et al. (2017) showed evidence that Green Human Resources Management can be practiced by adopting green analysis and job position descriptions, green performance appraisals, green recruitment, green rewards, green selection, and green training. Yusoff et al. (2018) revealed that Green Human Resources Management is the implementation of policies, philosophies, and practices of green recruitment and selection, green training and development, green performance appraisal, and green compensation.

Furthermore, Zaid et al. (2018) asserted that Green Human Resources Management is a set of human resource practices that focus on performance through green recruitment, green training, and engagement, as well as green performance management and compensation. Siyambalapitiya et al. (2018) described Green Human Resources Management as a function of green recruitment, green selection, green training and development, green compensation and rewards, green performance evaluation, green relations and collective bargaining, and green grievance handling.

### **2.3 Sustainability Company**

In 1980, the World Commission on Environment and Development (WCED) created the terminology "development sustainable" and connected sustainability with integrity, environmental, and social justice. The report defines sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs and links sustainability to business and economic prosperity (Jamal et al., 2021; Prijono et al., 2021). This definition was recognized by international leaders who attended the 1992 Earth Summit held in Rio de Janeiro. As environmental and economic challenges arise, organizations are required to improve human and social well-being and simultaneously reduce their ecological impact while maintaining the effective and efficient achievement of organizational goals (De Stefano et al., 2017; Saputra & Kusnadi, 2021). Subsequently, the definition of sustainability has evolved in the organizational context. These definitions differ at three levels: (1) the extent to which corporate sustainability can be classified primarily as an ecological issue, (2) as an organization's social responsibility, and (3) as expanding and contributing to the theory of integrating the interests of an organization in the natural and social environment with the company's economic activity (Dooley & Kartha, 2018).

To ensure sustainability, GHRM is important for various reasons, especially because stakeholders expect organizations to use resources wisely and responsibly. In other words, organizations are expected to protect the environment, minimize use, or more specifically, waste air, water, energy, minerals, and other materials in the manufacturing of the goods we consume (Onukwulu et al., 2021; Suyanto et al., 2021; Toprak & Anis, 2017). In addition, organizations are expected to recycle and reuse goods as far as possible instead of depending on natural resources. Organizations are expected to preserve the beauty and tranquility of nature and reduce toxicity. This endangers people in the workplace and the community (Arulrajah et al., 2016; Sumaryadi & Kusnadi, 2021). Following the principles of sustainable development, social, economic, and environmental goals are interdependent and mutually reinforcing (Nunuh & Wulandari, 2021; Tooranloo et al., 2017). Therefore, a company's development strategy must consider the balance between the economic, environmental, and social dimensions of their tasks or economic endeavors. This implies that the agreed economic solution must consider not quite enough answer social, friendliness environment, and mark economy (Zaid et al., 2018).

Regarding the aviation industry, this study considers the direct and indirect effects of GHRM in the civil aviation context on corporate sustainability practices. Under pressure to green their operations, airlines would greatly benefit from an effective GHRM strategy. This study provides an overview of the challenges posed by the GRHM agenda, particularly in light of strong economic imperatives.

### 3. Methodology

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This study explores the impact of Green Human Resources Management on the aviation industry. Article this based on review systematic from literature academic which relevant about Green Human Resources Management practices (Yong et al., 2020).

### 4. Results and Discussion

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This study aimed to investigate the aviation industry's perspective on the impact of GHRM practices on corporate sustainability. It is interesting to see how the aviation industry views GHRM practices as critical for corporate sustainability. The findings show that the source of Power Man is the stakeholders interest. If managed well, it can help organizations achieve sustainability. Awareness will environment from Employees (candidates) enable organizations to achieve their strategic green sustainability and organizational objectives. Similarly, green employer branding generally develops a company's green reputation through improved environmental management via GHRM practices.

In the practice of GHRM in the aviation industry for corporate sustainability, companies can carry out green recruitment, green selection, green training, green performance, and green rewards. In green recruitment and selection, companies can carry out green recruitment and selection, green training, green performance, and green rewards. green, company can choose employee which own not quite enough answer social or Work No only for increase profit. Companies can apply green training through environmental learning efforts and develop knowledge, skills, and competencies that promote environmentally friendly attitudes, social attitudes, and behaviors. Meanwhile, in terms of green performance, companies can evaluate employees through ethical establishment or involvement and participation in the organization's civic activities. Regarding green rewards, companies can develop reward systems to incentivize environmental management. Therefore, organizations should focus on reward practices that significantly impact employees' willingness to undertake environmentally friendly initiatives.

The existence of practical GHRM and growth industries can be anticipated and improve emissions levels. During the period when carbon emissions are halving, this has become a greater concern for many stakeholders. This allows major aircraft manufacturers to invest heavily in more environmentally friendly technologies, such as Airbus' A350-XWB and Boeing's 787 Dreamliner, which are described as lighter, more economical, quieter, less polluted, and more environmentally friendly (Harvey et al., 2013). This is also an important target for green campaigns. Friends of the Earth, for example, suggests that the civil aviation industry is a growing source of greenhouse gases. fastest, which pushes climate change; industry produces 700 million tons of carbon dioxide from jet fuel, approximately 100 million tons more than the entire UK economy (Harvey et al., 2013).

### 5. Conclusions

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Green human resource management is a key practice that must be prioritized in an organization. Many studies have shown that practising Green Human Resources Management (GHRM) is beneficial for corporate sustainability. To achieve corporate sustainability, Green Human Resource Management must be implemented appropriately. This article reviewed the findings of a study on the approaches implemented by organizations to achieve corporate sustainability through Green Human Resources

Management practices. Based on the review results, this study suggests that the aviation industry establish the concept of Green Human Resources Management by implementing an approach through elements such as green recruitment, green training, green performance, and green rewards in addressing environmental issues. Green HRM practices systematically support each other in accelerating the achievement of corporate sustainability. These elements profoundly affect the success of an organization's environmental performance.

This study provides significant insights for scholars and practitioners in exploring the impact of Green Human Resources Management practices on corporate sustainability. This research guides essential Green Human Resources Management practices so that the antecedents, outcomes, and barriers arising from Green Human Resources Management activities can be identified to anticipate future challenges. issues that are not unexpected from a sustainability company. Aspect most important Which need The functions of Green Human Resources Management should be considered. For the best results, these functions should accommodate individual interests and organizational factors (i.e., organizational size, functions, and operational roles).

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### **Author Contributions**

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HH conceptualized the study, designed the methodology, conducted the literature review, collected the data, and provided final approval for the manuscript.

### **Conflicts of Interest**

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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