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FACTORS FOR THE SUCCESS OF INCREASING ENVIRONMENTAL AWARENESS OF WORKERS AT SULTAN SYARIF KASIM II AIRPORT IN PEKANBARU USING THE GREEN HUMAN RESOURCE MANAGEMENT CONCEPT

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ABSTRACT

This study aims to determine the success factors of green human resource management variables in increasing environmental awareness of Sultan Syarif Kasim II Airport workers. Data in this study were collected using interview and focus group discussion (FGD) methods. The instrument used was a questionnaire that was given points for each answer choice referring to a Linkert scale with a value of 1-5. Data were analyzed descriptively quantitatively with regression analysis and Structural Equation Modeling. Based on the results of the FGD, the implementation of GHRM at Sultan Syarif Kasim II Airport is still running partially, because a number of important variables such as recruitment and selection, training, performance appraisal, compensation, and employee participation have not fully included environmental indicators, while sustainability values have not been fully internalized in the organizational culture so that the green campaign is still incidental. The results of the SEM analysis show that Green Compensation (78%) and Green Organizational Culture (72%) are the dominant factors determining the formation of environmentally friendly behavior, while other variables such as Green Recruitment & Selection, Green Training & Development, Green Performance Management & Appraisal, and Green Employee Empowerment play a role as supporting factors that strengthen this awareness both directly and indirectly. Thus, a more holistic long-term strategy is needed in the form of strengthening the substance and evaluation of training, implementing a fair and consistent green reward system, and establishing a sustainable work culture that is integrated with management policies, so as to be able to encourage individual and collective commitment to environmental sustainability at the airport more optimally.

KEYWORDS: Environmental Awareness, Green Human Resource Management, Green Human Resource Management Variables.

1. INTRODUCTION

Low environmental awareness among people will lead to various problems that will negatively impact the environment. Fu et al. (2020) explained that low environmental awareness among employees of transportation service providers in China leads to increased energy and emissions, as well as non-compliance with regulations established by company management. In addition, low environmental awareness also has negative impacts on the environment, such as high levels of pollutants from various sectors, such as poor waste management (Sola et al., 2014). Energy waste will have a direct impact on the resulting pollution and, of course, this will be related to the greenhouse effect. Greenhouse gas (GHG) emissions in Indonesia have shown an increasing trend in recent years. Data from the Emissions Database for Global Atmospheric Research (EDGAR) recorded that Indonesia's GHG emissions increased by 38.77% from 864.85 Mt CO₂e in 2013 to 1,200.20 Mt CO₂e in 2020 (Irma and Gusmira, 2023). To resolve or mitigate this problem, we must start with simple steps at home, at work, and in public spaces, thereby fostering environmental awareness. By cultivating a caring attitude toward the environment, the quality of available human resources will also improve.

The concept of social ecology emphasizes that human behavior is influenced by the dynamic interactions between individuals and their surrounding environments, such as family, work, and the natural environment (Golden et al., 2015). This approach helps explain how social, cultural, structural, and physical environmental factors are interrelated in shaping human behavior, including in the workplace (Davidson et al., 2018). As a framework, social ecology is also used to analyze service accessibility, policy acceptance, and behavioral change at the individual and collective levels (Nyambe et al., 2016). Therefore, by adopting social ecological principles, companies can be more adaptive and responsive to evolving environmental and social challenges, which is crucial for a company's sustainability (Salihi et al., 2015).

According to Isrososiawan et al., (2020), companies that implement green business concepts will achieve greater financial savings that can generate profits. The company's operational costs will be reduced, thereby increasing company profits, as well as creating a healthy environment for employees, which will certainly affect employee performance even better (Hasan et al., 2019; El-Kassar et al., 2019). Therefore, various companies currently pay attention to the importance of

integrating environmental management and human resource management. One management concept that has a positive impact on company operational costs is known as Green Human Resource Management (GHRM). GHRM is a tool and is considered essential for the successful implementation of green strategies and environmental management practices (Daily and Huang, 2001). Some forms of GHRM in companies are carried out through performance management, training and development, compensation and benefits, and organizational culture (Jackson et al., 2011). GHRM encourages employees to behave pro-environmentally and increases awareness of environmental ethics, thereby increasing commitment to involvement in corporate environmental programs (Mandip, 2012). The implementation of GHRM in the UK has directly and indirectly contributed positively to employee performance in the aviation sector (Harvey et al., 2013).

Airports are one of the companies that have a significant impact on the environment, both externally and internally. One of the Indonesian government-owned companies engaged in airport services management is PT. Angkasa Pura Indonesia. According to PT. Angkasa Pura Indonesia's 2023 sustainability report, one of the company's missions is to commit to providing airport facilities and infrastructure that positively contribute to the environment and society. It was reported that the environmental awareness of employees at SSK II airport was classified as moderate with a value of 53.3% and tended to be quite low with a value of 30% (Aryanti, 2023). So this requires appropriate policies to increase workers' awareness. The research conducted by Candra et al (2021) regarding the GHRM implementation model at I Gusti Ngurah Rai Airport, Bali, still explains the existing implementation model descriptively so that the relationship between GHRM variables is not fully explained and the research does not link it to environmental awareness as the expected output of GHRM implementation.

In this study, by using SEM and other statistical analysis, the relationship between the variables seen will be described and studied with the environmental awareness of workers at PT. Angkasa Pura Indonesia as the manager of SSK II Pekanbaru airport, so that the State of the Art of this study is to produce a model for implementing Green Human Resource Management that integrates the relationship between GHRM variables, social, economic, and ecological aspects in an effort to

increase workers' environmental awareness.

2. METHOD

2.1. Time And Location of Research

This research will be conducted from June to October 2025 at PT. Angkasa Pura Indonesia's Sultan Syarif Kasim II Airport branch (Figure 1).



Figure 1: Location Research.

Figure 1 shows the location of Sultan Syarif Kasim II Airport via Google Earth satellite imagery. The reason for choosing Sultan Syarif Kasim II Airport is because it is the only international airport in Riau Province, and is located in the center of Pekanbaru city, so it has great potential to be used as an example in the application of the Green Human Resource Management concept. The discourse on relocating Sultan Syarif Kasim II Airport also became the basis for determining the research location, so that the

results of this study can be the basis for airport management policies, especially within the scope of PT. Angkasa Pura Indonesia management.

2.2. Population And Sample

In this study, the population used is all employees of PT. Angkasa Pura Indonesia, totaling 180 respondents. All employees will be mapped according to the applicable management level at PT. Angkasa Pura Indonesia. Sample selection in this study was carried out using the total sampling method. The total sampling technique is a sampling technique where the entire population is used as the object of the research sample. A total of 180 respondent samples were selected, where this number represents the total number of organic employees of PT. Angkasa Pura Indonesia at SSK II Airport. There are several key informants in this study who will conduct Focus Group Discussions (FGDs) in the form of top management of PT. Angkasa Pura Indonesia.

2.3. Data Collections

The data obtained are data related to 6 reference variables of the GHRM concept (Table 1), namely 1. Green Recruitment & Selection, 2. Green Training & Development, 3. Green Performance Management & Appraisal, 4. Green Compensation, 5. Green Employee Empowerment & Participation, 6. Green Organizational Culture Management, 7. Environmental Awareness as the expected stimulus output through the implementation of GHRM, and 8. Existing conditions of PT. Angkasa Pura Indonesia's policies.

Table 1: Data Collection Methods.

No	Variable	Indicator	Methods	Instrument
1	Green Recruitmen & Selection	<ol style="list-style-type: none"> 1. Candidates with environmentally friendly criteria 2. Environmentally friendly employee brand 3. Considerations related to environmental awareness 	Interview	Questionnaire
2	Green Training & Development	<ol style="list-style-type: none"> 1. Training to increase environmental awareness 2. Training to emotionally engage employees in environmental management 	Interview	Questionnaire

		3. Having green knowledge management		
3	<i>Green Performance Management & Appraisal</i>	1. Rules related to positive environmental ethics 2. Employee assessments related to environmental ethics 3. Employee targets related to the environment	Interview	Questionnaire
4	<i>Green Compesation</i>	1. Rewards for employees related to environmental ethics	Interview	Questionnaire
5	<i>Green Employe Empowerment & Participation</i>	1. Opportunities for employees to participate in environmental management 2. The existence of a green whistleblowing system and a helpline for complaints related to environmental violations 3. Sanctions against employees related to environmental ethics	Interview & Observation	Questionnaire
6	<i>Green Organizational Culture Management</i>	1. Environmental appeal 2. Environmentally conscious work culture 3. Environmental discipline	Interview & Observation	Questionnaire
7	Environmental Awareness	1. Have environmental awareness 2. Actively provide education on environmental issues 3. Maintain environmental cleanliness 4. Comply with existing regulations	Interview & Observation	Questionnaire
8	Implementation of GHRM at SSK II Airport	Existing Conditions of PT. Angkasa Pura Indonesia's Policy related to GHRM	FGD	Question List

2.4. Data Analysis

For data analysis, in addition to descriptive analysis, Regression tests and other statistical analyses such as SEM will also be carried out. Each analysis will be adjusted to the research objectives that have been made. Data analysis on objectives 1. Analyzing the level of environmental awareness of workers at Sultan Syarif Kasim II Airport and objective 2. Analyzing the perception of the implementation of Green Human Resource Management among workers at Sultan Syarif Kasim II Airport will be carried out descriptively along with

objective 3. Analyzing the implementation of Green Human Resource Management at Sultan Syarif Kasim II Airport through FGD activities. Objective 4. Building and analyzing a model of the implementation of Green Human Resource Management in realizing environmental awareness of Sultan Syarif Kasim II Airport workers will be analyzed using Regression analysis and SEM. The use of Structural Equation Modeling (SEM) has advantages because it is able to analyze complex relationship patterns between latent variables and indicators simultaneously, so that the results can provide a strong and evidence-based basis for policy

making (Hair et al., 2019; Sarstedt et al., 2022).

3. RESULT AND DISCUSSION

3.1. *Existing Conditions of Green Human Resource Management Implementation at Sultan Syarif Kasim II Airport*

Based on the results of a Focus Group Discussion (FGD) with top management of PT Angkasa Pura Indonesia (key informants), it was discovered that the implementation of Green Human Resource Management (GHRM) at Sultan Syarif Kasim II Airport has not been implemented, however, several policies issued by management are part of the variables in GHRM. In the recruitment and selection aspect, the company has not explicitly included indicators of environmental concern as part of the selection criteria, however, related to recruitment and selection advertisements are already fully digital and the process is already paperless. This condition indicates that the integration of sustainability values in the human resource recruitment system is not optimal, although several studies have shown that this approach is able to encourage the formation of pro-environmental work behavior from the initial recruitment stage (Tang et al., 2018; Pham et al., 2020), however, with the existence of a paperless and digital recruitment and selection process, this has slightly touched on the aspects of green recruitment and selection in GHRM. In addition, training provided to employees regarding environmental management is already available but is still limited in terms of both substance and evaluation mechanisms. Structured sustainability training can increase ecological awareness and strengthen employee commitment to environmentally friendly work practices (Yusliza et al., 2020; Afsar & Umrani, 2020).

Furthermore, in terms of performance assessment, environmental sustainability indicators have not been systematically incorporated. Environmental regulations related to waste and energy conservation have been implemented, but there has been no assessment of the implementation of these policies. Performance evaluations still focus on operational and service dimensions, without considering individual contributions to the organization's environmental targets. The addition of green indicators to the evaluation system has been shown to increase employee engagement in environmental conservation and resource efficiency efforts (Jabbour et al., 2022; Singh et al., 2021). Similarly, the lack of a formal compensation or recognition scheme for environmental contributions indicates the need for a transformation in the reward system that is inclusive

of sustainability aspects. Shah's (2022) study emphasized the importance of green reward mechanisms as a key driver of establishing an environmentally conscious organizational culture. Furthermore, company efforts to build employee participation and empowerment remain informal, and there are no specific policy instruments to encourage green initiatives at the operational level.

Environmental values have not been fully internalized into PT Angkasa Pura Indonesia's organizational culture. Environmental campaigns and involvement in green activities remain incidental, without strong integration into daily work systems. This condition indicates a low level of organizational green identity formation, which should be the main foundation for developing a sustainable work culture. Renwick et al. (2023) stated that the success of GHRM is highly dependent on the strength of an organizational culture that consistently supports environmental values. Zhang et al. (2019) even added that internalizing green values in the work culture not only impacts the success of environmental programs but also improves overall company performance. Therefore, PT Angkasa Pura Indonesia's planned long-term strategies, such as strengthening training, formulating a green reward system, and establishing a sustainable work culture, are important steps in driving the transformation towards HR management that aligns with the principles of sustainable development.

3.2. *The Relationship Between the Implementation of Green Human Resource Management and the Environmental Awareness of Pt Angkasa Pura Indonesia Workers*

The implementation of Green Human Resource Management (GHRM) at PT. Angkasa Pura Indonesia is closely related to increasing employee environmental awareness (Figure 2), where sustainability-based recruitment, training, and reward practices encourage environmentally friendly behavior. GHRM integration can increase employee commitment to environmental issues through training and incentive programs that encourage active participation in sustainability practices (Renwick et al., 2013). At PT. Angkasa Pura, the implementation of policies such as waste reduction and energy efficiency has strengthened employee environmental awareness, in line with the findings of Yusoff et al. (2020) that GHRM is effective in building an environmentally conscious corporate culture. Thus, GHRM not only drives the company's environmental performance but also increases

employee awareness and engagement in sustainable practices.

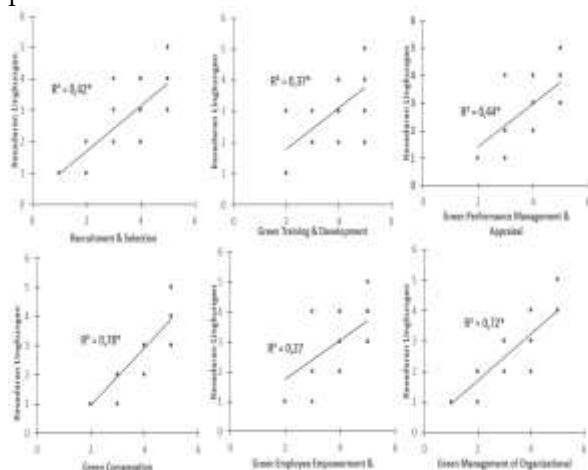


Figure 2: The Relationship between GHRM Variables and Environmental Awareness. Note: *= Significant (Significance <0.05).

It can be seen that almost all GHRM variables in Figure 2 show a significant relationship with environmental awareness of Workers at PT. Angkasa Pura Indonesia. An asterisk (*) indicates a significant relationship value with a statistical significance value <0.05. The Green Compensation (78%) and Green Organizational Culture Management (72%) variables contributed the most to increasing environmental awareness, indicating that environmentally friendly incentives and an organizational culture that supports sustainability values play a key role in shaping employees' pro-environmental behavior. Meanwhile, the Green Recruitment & Selection (42%) and Green Performance Management and Assessment (44%) variables also contributed quite significantly, followed by Green Training & Development (37%). Meanwhile, Green Employee Empowerment and Participation had the lowest contribution (27%) and was insignificant, indicating the need to strengthen active employee participation to increase environmental awareness. This finding is in line with research by Jabbour (2013) and Tang et al. (2018), which confirmed that GHRM practices, especially green compensation and an environmentally oriented organizational culture, can facilitate an organization's transition towards more environmentally friendly behavior.

4. SEM MODEL OF GREEN HUMAN RESOURCE MANAGEMENT IMPLEMENTATION

The implementation of Green Human Resource Management (GHRM) at Sultan Syarif Kasim II Airport is a crucial strategy for building

environmental awareness among employees and workers. Integrating environmentally friendly principles into every aspect of HR management, such as recruitment, training, performance appraisals, and reward systems, is expected to foster sustainable management. GHRM practices encourage pro-environmental behavior by enhancing employee capabilities, motivation, and opportunities to contribute to sustainability (Renwick et al., 2013). Several studies have shown that GHRM positively impacts perceptions of an organization's green climate and increases green innovation in the workplace (Hameed et al., 2022; Ahmad, 2015). This model not only supports corporate sustainability efforts but also strengthens the airport's role in supporting overall sustainable development goals. Limiting factors contributing to increased environmental awareness among SSK II Airport workers can be identified through structural modeling analysis (Figure 2). Structural modeling provides a new perspective on the relationships between variables in this study, based on the strength of the relationships among the observed variables.

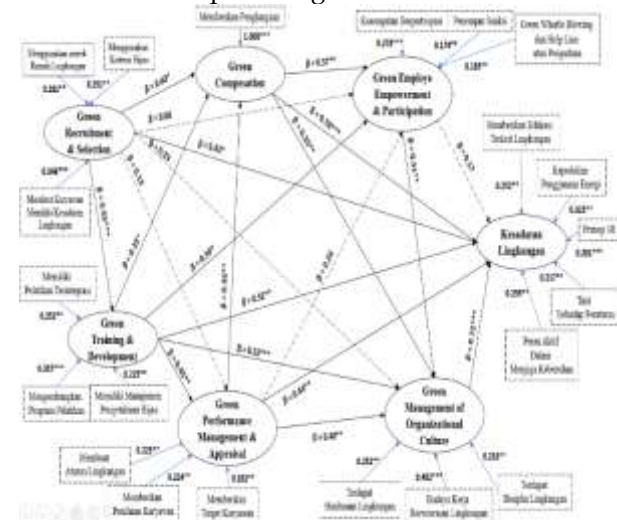


Figure 3: Modeling the implementation of GHRM in an effort to increase environmental awareness.

Description: β = Strength of variable interaction, *) Sig = 0.05-0.1; **) Sig = 0.01-0.05; ***) Sig = < 0.01; solid lines indicate direct interactions between variables, dotted lines indicate indirect interactions between variables; Q2 Model Value = 97%.

Based on the results of the PLS analysis in Figure 3 which shows the GHRM implementation model in an effort to increase environmental awareness of SSK II airport workers., the Q2 value was 97%. This coefficient indicates that 97% of the analyzed structural model can be explained by the PLS structural modeling created, while the remaining 3% is explained by other variables, so the model's

prediction value is highly relevant and accurate. In Figure 3, there is a β symbol that shows the value of the strength of the relationship between variables in the form of a percentage (%). In Figure 3, there are also three groups of stars that show that the more asterisks attached to the β line, the more significant the relationship between the variables is with the categorization according to the description of Figure 3. To make it easier to read the image, there are two lines in the image, namely a dotted line that indicates that the relationship between the variables is not significantly influential, while the unbroken / solid line indicates that the relationship between the variables is significantly influential.

The Green Recruitment and Selection variable significantly influences Green Training & Development ($\beta = 0.55^{***}$), and Green Compensation ($\beta = 0.40^*$), but does not significantly influence Green Management and Performance Assessment ($\beta = 0.12$), Green Organizational Culture Management ($\beta = 0.33$), and Green Employee Empowerment & Participation ($\beta = 0.08$). However, the direct relationship to Environmental Awareness is significant ($\beta = 0.42^*$), indicating that recruitment practices that prioritize green criteria and recruit environmentally conscious individuals have a direct effect on employee environmental awareness. This finding is in line with Renwick et al.'s (2013) statement that an environmentally friendly recruitment strategy is important as an initial foundation in creating a workforce that aligns with the organization's sustainability vision. Recruitment variables have also been reported to have a positive influence on individual compensation, and workers recruited with green criteria are also more likely to be proactive in available training to support the company's success (Isrososiawan et al., 2020). This directly explains that if a company recruits employees using environmentally friendly principles and considers the background of prospective employees, their environmental awareness will also increase. However, this variable does not significantly influence performance management and appraisal, employee empowerment and participation, and organizational culture management. To influence these three variables, recruitment and selection variables must be combined with training and development and compensation.

The Green Training & Development variable significantly influences other variables such as Green Performance Management and Appraisal ($\beta = 0.45^{**}$), Green Compensation ($\beta = 0.33^{**}$), Green Employee Empowerment and Participation ($\beta =$

0.39^*), and Green Organizational Culture Management ($\beta = 0.40^{**}$), and has a significant direct influence on employee environmental awareness ($\beta = 0.32^{**}$). Employees who participate in environmental training will be better prepared to be assessed or evaluated by other workers and will be more prepared to carry out their work targets. Training builds readiness and competency to undergo an environmentally-based appraisal system (Jabbour, 2011). Environmentally-oriented training contributes to the establishment of a compensation system that considers rewards for green behavior and performance. After training, employees have additional competencies that can be measured and rewarded through compensation, creating a system that supports long-term sustainability (Gupta, 2013). Green training and development variables provide employees with the knowledge and confidence to participate in environmental decision-making, voice opinions through whistleblowing or complaint systems, and understand the consequences of environmental sanctions. Therefore, training serves as an empowerment tool, playing a crucial role in building employees' abilities to actively engage in environmental issues in the workplace (Daily et al., 2012). The relationship between training and development variables and green management and assessment variables is crucial. Structured environmental training will prepare employees to be assessed based on green performance indicators, such as energy efficiency, waste management, and compliance with company environmental policies. Without training, an environmentally-based assessment system will be difficult to implement fairly and accurately (Yafi et al., 2021). Environmentally oriented training and development programs not only enhance employees' technical knowledge but also directly contribute to shaping the organization's collective values, norms, and behaviors that support a green culture (Farrokhi et al., 2019). Strategically designed training can shape organizational habits and instill environmental awareness into daily work routines. Training directly contributes to increased employee environmental awareness, including in areas such as wise energy use, the 3R principles, compliance with regulations, and an active role in maintaining cleanliness. Employees who understand the environmental context and urgency tend to exhibit more responsible behavior (Law et al., 2017; Pham et al., 2020).

The Green Management and Performance Assessment variables significantly influence the Green Compensation variable ($\beta = 0.45^{**}$), Green Organizational Culture Management ($\beta = 0.40^{**}$),

and directly influence environmental awareness ($\beta = 0.44^{**}$). However, this variable did not have a significant relationship with green employee empowerment and participation ($\beta = 0.24$). Green Performance Management and Assessment, which assesses employees based on environmental performance indicators, will encourage organizations to link the evaluation results to reward or compensation systems (Marruci et al., 2024). For example, employees who successfully reduce energy consumption, reduce waste, or demonstrate green initiatives will be more deserving of bonuses or environmental incentives. Green performance assessment systems contribute to shaping and strengthening an organizational culture that supports sustainability. Performance assessments that include compliance with environmental regulations, involvement in green initiatives, and resource management become standards that indirectly shape collective norms, habits, and expectations (Roscoe et al., 2019). Performance evaluations that emphasize environmental responsibility have a direct influence on increasing employee environmental awareness. When employees know that their actions towards the environment are monitored and assessed, they tend to be more conscious of managing energy, following the 3R principles, and maintaining a clean work environment (Omarova & Jo, 2022). The relationship between Green Performance Management and Assessment and green employee empowerment and participation is insignificant, indicating that even though green performance is assessed, it does not necessarily result in employees feeling empowered or actively involved in the environmental decision-making process. This may be due to the appraisal system remaining top-down or not allowing for employee participation in determining the green performance indicators themselves.

The Green Compensation variable influences three other variables: Green Empowerment and Participation ($\beta = 0.57^{**}$), Green Organizational Culture Management ($\beta = 0.35^{**}$), and environmental awareness ($\beta = 0.78^{***}$). The strong relationship between this compensation variable and environmental awareness. The influence of Green Compensation on Green Employee Empowerment and Participation reflects that environmental reward or incentive systems can encourage active employee participation in activities that support sustainability. Rewarding environmentally friendly behavior strengthens intrinsic motivation and a sense of ownership of organizational goals. Rewarding employees' environmental contributions strengthens

engagement and empowers them to take a more active role in managing the work environment (Banerjee et al., 2025). Green Compensation also influences Green Organizational Culture Management, indicating that the implementation of an environmentally friendly compensation system is a strategic mechanism in forming and maintaining a sustainability-oriented organizational culture. When rewards for green practices are formally institutionalized, they create new organizational norms that support the internalization of environmental values (Ahmad et al., 2023). The strong influence of Green Compensation on environmental awareness indicates that a fair and environmentally oriented compensation system can directly increase understanding, concern, and pro-environmental behavior among employees. Compensation functions not only as a reward tool but also as an educational instrument that shapes employee perceptions of the importance of environmental conservation in organizational activities. An environmentally-based reward system can significantly increase employee awareness and responsibility towards sustainability aspects (Pham et al., 2019).

The Green Empowerment and Participation variables have a significant positive correlation with Green Organizational Culture Management ($\beta = 0.51^{**}$), but do not have a significant relationship with environmental awareness directly ($\beta = 0.17$). The significant influence on Green Organizational Culture Management indicates that when employees are given space to be actively involved in decision-making, environmental monitoring, and the implementation of environmentally friendly programs, sustainability values will be more easily internalized in the organization's work culture. This active involvement serves as a catalyst in sowing norms, symbols, and work practices based on environmental principles. Employee participation is an important component in strengthening an environmentally oriented organizational culture, because employees who feel empowered will be more likely to support organizational initiatives voluntarily (Daily et al., 2012). Conversely, the low and insignificant coefficient value for environmental awareness indicates that although employees are given the authority and opportunity to participate, this does not necessarily increase individual awareness of environmental issues. This indicates that empowerment alone is insufficient to directly change employees' environmental perceptions or attitudes without educational and systemic support, such as training or internal campaigns. This finding

is consistent with Tang et al.'s (2018) finding that employee environmental awareness is more influenced by cognitive and affective factors, such as training, personal values, and environmental leadership, than solely by structural aspects such as participation.

The Green Organizational Culture Management variable has a significant positive correlation with environmental awareness ($\beta = 0.72^{***}$). This finding indicates that the formation of an environmentally conscious organizational culture plays a crucial role in increasing employee awareness of environmental issues in the workplace. This strong influence suggests that organizational culture is not merely a normative framework but also serves as a strategic instrument in transforming individual behavior and awareness within the organization. An organizational culture that supports sustainability is typically characterized by collective values, social norms, and work practices consistent with environmental principles, such as energy conservation, the implementation of the 3R principle (reduce, reuse, recycle), and compliance with environmental regulations. When these values are institutionalized within the organizational system through policies, internal communications, and visionary leadership, they create a work atmosphere conducive to the development of comprehensive environmental awareness and concern among employees. This aligns with Schein's (2010) view that organizational culture is the primary mechanism for transmitting values and behaviors within an organization, including those related to environmental sustainability. A green-oriented organizational culture can mediate the relationship between environmental management strategies and individual behavioral outcomes, including pro-environmental awareness and behavior. In this context, green organizational culture acts as a reinforcer, stimulating employees' perceptions of the importance of their involvement in environmental conservation activities. This culture also fosters a psychological climate that supports behavioral change toward sustainability (Robertson & Barling, 2013).

All dimensions of Green Human Resource Management (GHRM) interact significantly in

shaping employee environmental awareness, with Green Organizational Culture Management being the most dominant factor ($\beta = 0.72^{***}$). Furthermore, Green Compensation also shows a strong direct influence on environmental awareness ($\beta = 0.78^{***}$), and also strengthens other dimensions such as Green Employee Empowerment and Participation and green organizational culture. Although Green Employee Empowerment and Participation does not have a direct influence on environmental awareness, this variable still contributes indirectly through the mediating role of organizational culture.

5. CONCLUSION

Based on the FGD results, it can be concluded that the implementation of Green Human Resource Management (GRM) at Sultan Syarif Kasim II Airport has not been implemented comprehensively, but is limited to several variables. Based on the SEM model, the most dominant variable influencing employee environmental awareness is Green Compensation with an influence of 78%, followed by Green Organizational Culture Management with an influence of 72%. This indicates that the internalization of an environmentally friendly work culture and the existence of a green compensation or reward system are key factors in shaping employee environmentally friendly behavior. Meanwhile, other variables such as Green Recruitment & Selection, Green Training & Development, Green Performance Management & Assessment, and Green Employee Empowerment and Participation act as supporting factors that contribute directly or indirectly in strengthening environmental awareness. Thus, environmental awareness at Sultan Syarif Kasim II Airport can be more optimal if the strengthening of a green organizational culture is combined with a clear reward mechanism, thereby encouraging individual and collective commitment to sustainability. The results of this SEM can be the basis for airport management policies in improving the quality of its employees and it does not rule out this can also be applied to other transportation management such as land and sea transportation in improving the quality of its services.

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