Green HRM as a Predictor of Environmental Performance and the Role of Citizenship Behavior of Employees as Mediators in the Eco-Tourism Industry in Bali a Known Tourism Province in Indonesia

by Francisca Titing

Green HRM as a Predictor of Environmental Performance and the Role of Citizenship Behavior of Employees as Mediators in the Eco-Tourism Industry in Bali a Known Tourism Province in Indonesia

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ABSTRACT: Tourism has become one of the crucial sectors to Indonesia's economy growth and expansion, however, just like other sectors, it faces challenges ranging from competition from neighboring countries such as Thailand, unpredictable climate change and global warming as some of the major issues presenting themselves with complex challenges to the sector. Upon this, the present study sought to present and describe Green HRM Research Model as a Predictor of Environmental Performance and an instrument that contributes to Environmental Organizational Citizenship Behavior of Employees as Mediators in the Ecotourism Industry in Bali Indonesia. The study used a quantitative approach with cross-sectional and non-experimental method. This research design is also descriptive and explanatory because it does not only focus on the current state of green HRM but also explains the relationship between variables, namely Organizational Citizenship Behavior (Z) GHRM (X) Organizational Environmental Performance (Y) (Sappaile, 2010). This study was reviewed based on findings from previous studies. Conclusively, the present study tries to present how the mediating variable plays a role in the relationship between the independent and dependent variables.

1. INTRODUCTION

The increasingly high level of competition, uncertain climate changes and global warming have become the main topics of discussion in the tourism industry today (Mishra, 2017: Hussain et al., 2019). Environmental changes and global warming are also felt in the tourism industry. The success of the tourism industry relies heavily on tourism demand. International tourism is recognized as very vulnerable to crises or disasters (Ritchie and Jiang, 2019). Job seekers pay high attention to environmentally conscious organizations (Gully, Phillips, Castellano, Han, & Kim, 2013), which means that organizations that seek to attract and recruit positions for employees who have good competence and who emphasize environmental sustainability. A study conducted by Shafique U.R, (2020) explained that good GHRM can improve organizational environmental performance. However, GHRM itself has developed over the last thirty years and has always been a concern of job seekers because in companies that implement GHRM it will provide guarantees for employees to be able to work well and comfortably (Ones & Dilchert, 2013, Renwick et al., 2016).

Furthermore, Renwick et al., (2016) explained that the recruitment and selection process in organizations that emphasize environmental sustainability reflects the increasing influence of GHRM. In addition, because the need for protection of the environment is growing. GHRM that is concerned with the environment will also affect training, management, and leadership development in organizations (Renwick et al., 2016). A recent study has shown that utilizing GHRM can help achieve environmental sustainability (Paille et al., 2020). The results of other studies explain that the Organization Citizenship Behavior (OCB) of employees has an effect on environmental performance (Post P, 2014). Although some research results show that GHRM may not be related to economic sustainability (Yusoff et al., 2019) but the relationship between GHRM and performance environment needs to be reviewed by including the OCB variable as a mediating variable (Nosheen A, 2020).

Based on the description as described in the background of the problem and based on theoretical and empirical thinking, it can be proposed that the main problems in this study are, whether Green HRM is a predictor of environmental performance and whether environmental organizational citizenship

behavior of employees acts as a mediator in the ecotourism industry in Bali. Indonesia. In illustration the concept is as follow:
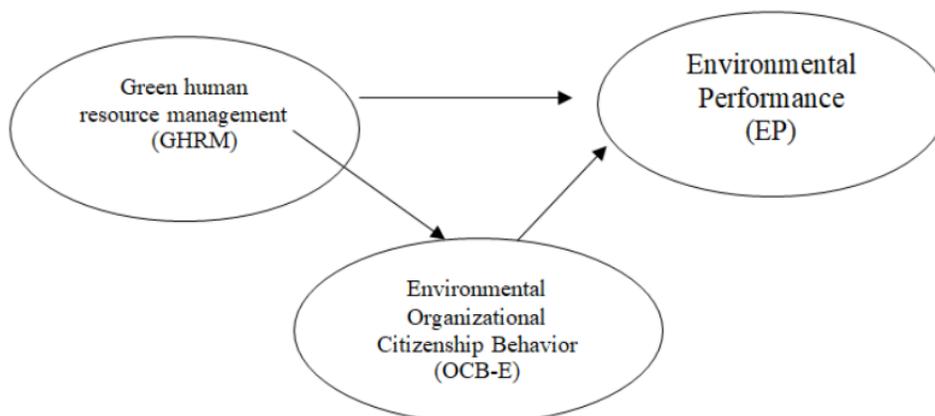
Figure 1. Illustration of Green Human Resources Management Concept

Green HRM model as a predictor of environmental performance and what is the role of environmental organizational citizenship behavior of employees as mediators in the ecotourism industry in Bali, Indonesia.

2. RESEARCH METHODOLOGY

The design of this study used a quantitative approach with cross-sectional and non-experimental. This research design is also descriptive and explanatory because it not only focuses on the current state of green HRM but also explains the relationship between variables, namely Organizational Citizenship Behavior (Z) GHRM (X) Organizational Environmental Performance (Y) (Sappaile, 2010). This study was reviewed based on findings from previous studies. This study tries to present how the mediating variable plays a role in the relationship between the independent and dependent variables.

3. DATA COLLECTION

Data was collected through the use of questionnaires considering the focus. This research was the stakeholder perspective on the condition of the research object. Questionnaires were distributed to respondents, namely tourists who visited the Tirta Empul Temple tourism object, Tampaksiring. This research used purposive sampling. The distribution of the questionnaire was carried out by accident or abruptly, namely taking respondents who happened to be present or available in a place according to the research context.

Observation or what is often referred to as direct observation: this is a data collection technique carried out by researchers, to confirm the data found by interviewing and document studies. Observations were carried out carefully and systematically, on the object of research. This is needed so that researchers can obtain reliable results. Through direct observation, researchers are required to have objectivity in viewing the object of research.

Study of Documents: is a technique of collecting data by studying documents related to the object of research. Document studies are conducted to review the document, as well as relate it to the data that has been obtained through observation techniques. Thus, the data that has been obtained previously becomes richer and can be relied upon in answering the first problem formulation. Sources of document study data can come from and be obtained in the field, such as books, archives, statistical data, magazines, company documents, and other related documents.

Population Size and Sample: the current research population is all employees at ecotourism destinations in Gianyar-Bali Regency as many as 163 employees. A total of 163 questionnaires were distributed among employees of ecotourism destinations and 130 were returned. Data collection The

Green HRM measure was adapted from Masri and Jaaron (2016). In this measure, green recruitment & selection is measured by 5 items; Green Training & Development is measured by 5 items; Green performance and assessment is measured by 5 items; The green reward is measured by 3 items; and employee empowerment and participation are measured by 5 items. OCB-E was measured with 10 items and adapted from Boiral and Paille (2012). Organizational environmental performance is measured by 5 items and adapted from Chow and Chen (2012).

Validity and Reliability: was tested using Cronbach Alpha and composite reliability; Meanwhile, validity was determined by testing convergent validity and different validity through confirmation factor analysis (CFA). The data analysis used in this research is Partial Least Square (PLS) analysis with the calculation process assisted by the SmartPLS software application program. Analysis with PLS was used because the model used in this study was quite complex and the respondents who were part of this study were less than 100 respondents/tourists who visited the Tirta Empul Temple of Tampaksiring in providing services to tourists.

4. RESEARCH CONCEPTUAL FRAMEWORK

The flow chart of this research is as visualized in Figure 1. Based on Figure 1, it can be explained that this research was initiated and inspired by a big challenge for the development of Green HRM as a Predictor of Environmental Performance and the Role of Environmental Organizational Citizenship Behavior of Employees as Mediators in the Ecotourism Industry in Bali Indonesia.
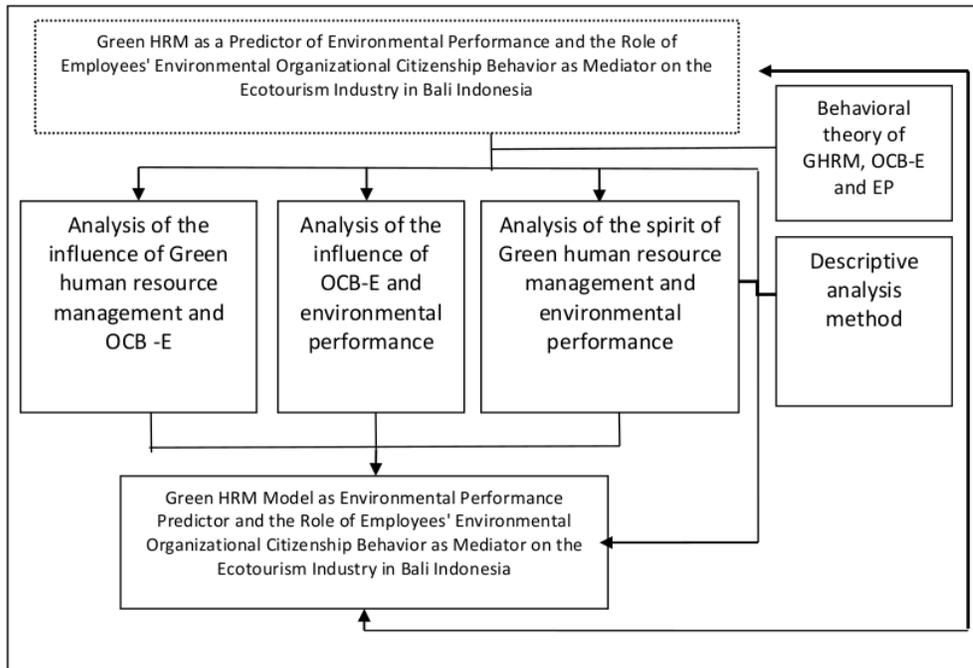
Figure 2. Flowchart of Green HRM Research as a Predictor of Environmental Performance and the Role of Environmental Organizational Citizenship Behavior of Employees as Mediators in the Ecotourism Industry in Bali Indonesia

By referring to behavioral theory and the results of previous research, in 2014 an analysis of the influence of Green HRM as a Predictor of Environmental Performance and the Role of Environmental Organizational Citizenship Behavior of Employees as Mediators in the Ecotourism Industry in Bali Indonesia was conducted. Based on this, the Green HRM model was designed as a Predictor of Environmental Performance and the Role of Environmental Organizational Citizenship Behavior of Employees as Mediators in the Ecotourism Industry in Bali, Indonesia.

5. RESULTS AND DISCUSSION

Green Human Resources Management (HRM) Green HRM is a workforce management system that is applied to reduce negative impacts on the environment or increase positive environmental impacts on company performance in a sustainable manner (Opatha and Arulrajah, 2014). Green human resource management is the development of human resource management (HRM) which in Indonesia is known as human resource management, which is a policy and implementation that is needed by someone who carries out the human aspect or recruitment, screening, training, remuneration, and assessment (Tiffani, 2013). HRM is the most important aspect of business management, through an innovative approach so that it can improve the economy, technology, social culture and the company's environment (Cech et al., 2016).

Astuti and Wahyuni (2018) formulate that the implementation of green HRM should be carried out in an organized manner starting from the recruitment, selection, training and development process, performance evaluation, awards, job descriptions of the workforce and workforce management based on the green concept. According to him, the training and development process has the highest weight which shows the most important process in implementing green HRM. The green job design and analysis strategy is implemented by incorporating green elements in each employee's job description. The green HRM strategy is implemented by considering the large number of employees in determining the form of activities that lead to the implementation of green HRM.

The implementation strategy is prepared based on these priorities. The strategy is prepared based on green HRM criteria, namely (1) recruitment strategy, (2) selection strategy: making the level of understanding of the green concept in the selection process and decision making on hiring workers. (3) The strategy for training and development is carried out by providing training and conducting comparative studies in terms of green HRM. According to him, this aims to provide an overview related to the positive impact of implementing green HRM on business sustainability. (4) The performance evaluation strategy is carried out by incorporating green elements in the performance evaluation process. The award strategy is implemented by designing awards in the form of finance for MSME workers who have provided innovation in managing the business environment. The green job design and analysis strategy is implemented by incorporating green elements in each employee's job description.

The green HRM strategy is implemented by considering the large number of employees in determining the form of activities that lead to the implementation of green HRM. These strategies can be used as strategic steps to implement the green concept in their business. Based on the results of observations in the field, it appears that until now the level of understanding on the implementation of the green HRM concept needs to be increased, although most have made various efforts in environmental management, for example by processing solid and liquid waste, carrying out reforestation in the location around the business, but the process carried out in the middle of the operational process so that the green concept has not been implemented in an integrated manner with the workforce management process starting from recruitment.

Ragas et al. (2015) revealed that the implementation of GHRM has an impact on the lifestyle of employees and also on their work performance. This shows that the organization can contribute to the environment and also maintain good employee performance. It is more clearly explained that the implementation of GHRM practices in the workplace has a positive impact on employee performance. Likewise, GHRM practices have a direct relationship with employees' green lifestyles which can moderate the impact of GHRM practices on job performance. Findings from his research also indicate that HR practitioners play an important role in ensuring that GHRM practices are being implemented in the organization and will have the possibility to positively influence job performance. Likewise, the role of employees is to comply with policies for effective implementation.

Environmental Performance

Environmental problems caused by the company's operating activities in the form of environmental destruction from companies such as those engaged in mining, encourage the emergence of environmental accounting practices as a means of accountability or public accountability for the efforts of the company Sudjoko (2011). Environmental conservation efforts are known as environmental performance (Wahyudi & Busyra 2011). Environmental performance is the company's

performance to take part in preserving the environment. Environmental performance is made in the form of a rating by an institution related to the environment (Wibisono 2013). PROPER, which is an environmental rating program from the Ministry of Environment, for example, is a rating based on the environmental performance of each company, so that it can be compared and become a correction for the company.

Suratno and Mutmainah (2006) state that environmental performance is a mechanism for companies to voluntarily integrate environmental concerns into their operations and interactions with stakeholders, which goes beyond the organization's legal responsibilities. The company pays attention to the environment as a form of corporate responsibility and concern for the environment (Lako 2011). Communities living around the company have an interest in the social and environmental impacts that come from the company's activities (Untung 2012). The company's awareness of determining good environmental performance is actually a manifestation as well as a meeting point between the interests of corporate ethical actors and the essence of a sustainable development strategy, namely through integrating economic, social, community and environmental development.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a term to identify employee behavior, this OCB refers to the construct of extra-role behavior (ERB), which is defined as behavior that benefits the organization and or intends to benefit the organization directly and leads to role expectations. Dyne (1995) (in Chien, 2004) defines OCB as a functional behavior, extra-role, which is a pro-social activity that directs individuals, groups and or organizations. According to Organ (1988), OCB is individual behavior that is independent (discretionary), which is not directly or explicitly rewarded by the formal reward system, and which overall encourages the effectiveness of organizational functions. This OCB is free and voluntary because this behavior is not required by role requirements or job descriptions that are clearly required by contract with the organization, but as a personal choice (Davis, 2004).

Organ (1988) in Castro et al. (2004) first proposed the term Organizational Citizenship Behavior (OCB). The five primary components of OCB are:

Altruism, namely the behavior of helping other employees without any coercion on tasks that are closely related to organizational operations.

Civic virtue, behavior that indicates employees are responsible, participates and pays attention to organizational life, is manifested by individual actions in providing constructive suggestions on how to improve the effectiveness of team performance, including active attendance to participate in activities held by the organization. This civic virtue shows voluntary participation and support for organizational functions both professionally and socially.

Conscientiousness, behavior that meets or exceeds the minimum required role requirements by the organization, manifested by arriving on time or early, not spending time doing unnecessary things, working with high accuracy, etc.

Courtesy, behavior that aims to prevent work problems with co-workers or within the organization, is manifested by the attitude of employees who consider advice or considerations from other employees or superiors before acting or making decisions and providing important information they have in order to solve problems. contains the performance of the role prerequisites that exceed the minimum standards.

Sportsmanship, an attitude/behavior that views the organization in a positive direction rather than in a negative direction, manifested by not complaining about temporary conditions that are less than ideal without making complaints that can bring down the organization in the eyes of the community.

Green human resource management and OCB Several previous studies investigating the practice of GHRM were found to have a significant effect on OCB. These results are in line with previous studies which also found a positive relationship between GHRM and OCBE (Alt and Spitzeck, 2016; Pinzone et al., 2016). The results of studies related to GHRM's relationship with environmental performance

have now penetrated the world of health ((Pinzone et al., 2016) and also manufacturing organizations (Alnajdawi et al., 2017), which previously only examined the role of Green HRM and was limited to the corporate sector. Several empirical studies related to the effect of GHRM on OCB, namely, Cheema and Javed (2017) examined the effects of Green HRM and a sustainable environment in the textile sector. Pinzone et al. (2016) explained that Green HRM affects changes in the management environment, and collective organizations, and OCB on the environment in the nursing sector. Pham et al. (2019) investigated the relationship between Green Training, Green Employee Engagement, Green Management Performance on OCB. Furthermore, Yu et al. (2020) explained about the effect of GHRM on OCB in the hospitality industry.

OCB and environmental performance

According to Somech and Ohayon (2019) Organizational Citizenship Behavior (OCB) refers to behavior that is not part of an employee's job that is carried out voluntarily with the aim of increasing organizational effectiveness. Organizational Citizenship Behavior (OCB). Podsakoff and Mackenzie (1997) suggest that OCB is strongly related to the existence of the organization. OCB as a whole can be seen at the unit/employee level within the organization (Organ et al., 2006; Schnake and Dumler, 2003). At the employee level OCB is associated with individual employee performance (Mackenzie et al., 1991, 1993), work group performance (Podsakoff et al., 1997; Podsakoff and Mackenzie, 1994), and organizational performance (Sun et al., 2007). However, according to Boiral (2009) and Daily et al. (2009) explained that OCBE can lead to organizational environmental performance. And according to (Paill E et al., 2014; Roy et al., 2013) this has been proven empirically.

Furthermore, Organ, Podsakoff and MacKenzie (2006) define OCB as a form of behavior that is a personal choice and initiative, and is not related to the reward system but can increase the effectiveness of the functions of an organization. This indicates that this behavior is not included in a requirement or employment contract and employee job description so that if this attitude does not appear, there will be no sanctions or punishments because it is a personal choice (Robbins & Judge, 2015; Podsakoff, MacKenzie, Paine & Bachrach, 2015). 2000). When people can display OCB behavior, they can be called good employees (LePine, Erez, & Johnson, 2002).

Robbins and Judge (2015) state that workers who are categorized as good citizens will help their co-workers, are willing to go the extra mile, avoid unnecessary conflicts, obey both written and unwritten rules, and tolerate problems that arise. appear related to work. Nowadays, organizational citizenship behavior for the environment (OCBE) is increasingly advocated as a means of complementing formal practices in improving environmental performance (Alt E, 2016). The results of research by Alnajdawi, S (2017) explain that the role of OCB E plays a role in mediating the relationship between green human resource management (green recruitment and selection, and green rewards, and Green Performance Evaluation) with environmental performance.

Green human resource management and environmental performance

GHRM has evolved over the last thirty years. Job seekers often prefer organizations that are environmentally conscious (Sewers, Phillips, Castellano, Han, & Kim, 2013), meaning that organizations looking to attract and recruit top talent offer positions that emphasize environmental protection and improvement (Diloki, 2013, Renwick ET al., 2016). Here, both recruitment and selection processes in organizations reflect the increasing influence of GHRM (Renwick et al., 2016). In addition, as the need for environmental protection grows, GHRM is increasingly influencing environmental training, management, and leadership development in organizations (Renwick et al., 2016).

Studies have established that environmental training as part of GHRM is positively related to organizational environmental performance (Singh et al., 2020). Furthermore, GHRM and individual environmental performance have been shown to be positively related (Paille et al., 2020). Therefore, GHRM can influence employees' individual awareness of environmental protection and improvement. By shifting the attention of individual employees and organizational units to environmental improvement, GHRM is likely to influence the results of individual and organizational efforts directed at reducing the negative impact of an organization on the environment, increasing the positive impact on environmental healing and restoration.

6. CONCLUSION

This research is a study that emphasizes the development of the concept of green human resources management, strengthening the mediation of the concept of environmental organizational citizenship behavior of employees who act as mediators in the ecotourism industry in Bali, which is based on the findings of previous studies as material for formulating research models. The implication of the study to the tourism industry presently, tries to elaborate on the importance of green environment in the world today. The study encourages empowering Human resources with skills necessary for environmental sustainability. Which promotes a friendly eco-system with the tourism business sector.

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FINAL GRADE

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GENERAL COMMENTS

Instructor