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EMPIRICAL EVIDENCE OF GREEN ORGANIZATIONAL CULTURE AND GREEN COMPETENCE ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL COMMITMENT IN STAR-RATED HOTELS THAT IMPLEMENT GO GREEN

Boge Triatmanto¹, C Susmono Widagdo², bambang Supriadi³ and Agus Haryono⁴

^{1,3,4}Universitas Merdeka Malang, Faculty of Economics and Business,
Jl. Terusan raya Dieng 62 - 62, Malang65144, Indonesia

²Universitas Merdeka Malang, Graduate school,
Jl. Terusan raya Dieng 62 - 62, Malang65144, Indonesia

ABSTRACT

The problem raised in this research is that there is still a decline in the performance of hotel employees, especially during this pandemic, which is marked by service that has begun to decline. Most of them are filled with several new employees who don't really understand the concept of being environmentally friendly. Commitment to the organization that is still lacking with work principles according to work rules. This makes environmentally friendly practices in their organizational culture still not implemented properly. There still needs to be a lot of improvements to comply with the environmentally friendly concept, one of which is the use of plastic materials which also refers to their competence, especially knowledge of environmentally friendly concepts. This study aims to describe the green organizational culture and green competence, employee performance and organizational commitment in star hotels that implement Go Green." The research was designed with a descriptive qualitative approach, using a survey instrument. Data and information were obtained from observations in several star hotels that have implemented go green in Central Java and interviews with a total of 112 respondents selected by random sampling. The unit of analysis in this study is hotel employees. The results of the study prove that empirically it is time for hotel entities to implement go green to participate in sustainable environmental preservation.

KEYWORDS: Green competence, Go Green, Green culture, Hotel, Central Java.

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1. INTRODUCTION

Organizations usually buy skilled human resources by hiring and can even develop skills through training activities, and focus on a training system tailored to a strategy that develops and maintains a competitive position [1], [2].

One of the good implementation strategies in building a work culture that leads to organizational success [3], increased performance occurs if there is a change in work culture, the correlation of management and planning strategies increases and employee commitment to company performance [4]. Green organizational culture is a set of values, symbols, assumptions, and organizational artifacts that reflect an obligation or desire to strive to be an environmentally friendly organization [5]. Benefit from adopting green trends and incorporating these practices into their organizational culture. Most organizations are restructuring their culture to accommodate new factors on issues such as environment, behavior, and attitudes related to environmental issues [6][7]

Green Organizational Culture is broadly described as the extent to which the assumptions, values, symbols and artifacts of an organization reflect the desire or need to operate in an environmentally friendly manner. This has two dimensions: a) the official “greenness” of the recommended company line, b) the extent to which this visible position of exposure is manifested in the form of corporate artifacts and behavior [8], [9]

Conceptualization of green competencies builds and identifies employee dimensions [10]. There are three theoretical perspectives; the first is the conceptualization of green competence provides an in-depth understanding of the construction and how human capital in organizations can achieve environmental performance. Second, the definition of constructs offers theoretical clarity and guidance for measuring constructs from an organizational perspective. Third, the construct dimension has been elaborated in a conceptual model and insights support academics in exploring the multidimensional nature of constructs [11].

The concept of commitment emerged from studies that explored the relationship or relationship between employees and organizations [12], [13]. Organizational commitment has a significant positive relationship to employee performance. The motivation to conduct a study of commitment is based on a belief that committed employees will benefit the company because they have the potential ability to reduce turnover and improve performance [14], [15]. Normative commitment alludes to an employee's obligation to continue providing their services to the organization because they feel it is the normal thing to do [16], [17].

The problem in this study is due to a decrease in employee performance which is marked by a decline in service which is filled with several new employees who do not really understand the concept of environmentally friendly, commitment to the organization which is still lacking in work principles according to work rules, incorporating environmentally friendly practices in their organizational culture it is still not implemented properly, it still needs a lot of improvements so that it is in line with the environmentally friendly concept, one of which is the use of plastic materials which also refers to their competence, especially knowledge of environmentally friendly concepts. Based on the background and formulation of the problem, in general this study aims to

describe Green Organizational Culture, Green Competence, Employee Performance and Organizational Commitment at Green Hotel Yogyakarta.

2. LITERATURE REVIEW

2.1 Employee performance

Employee performance refers to a person's achievements as measured by standard criteria set by the company. Management to achieve high human resource performance is intended to improve the company as a whole. Evaluation of performance in the organization is one of the key factors that lead to the achievement of an organization [12][18].

Performance is considered as one of the basic ideas in management and most of the management tasks are formed according to this understanding [19]. Organizational success can be reflected in its performance. Performance is an act of doing, implementing, and any regular and committed work [20]. This definition is related to input and output and also shows that performance has a close relationship with work and its results.

Performance is actually a very complex concept, both the definition and measurement of which is often a challenge for researchers of management theory and organizational behavior, because it is multi-dimensional, so that performance measurement should interact with various measurement dimensions [21]. Performance is a parameter used to measure the "efficiency and effectiveness of past actions and" the ability of an organization to achieve its goals, using its resources efficiently [22]

2.2. Organizational Commitment

In research on commitment that is rooted in social exchange theory, it shows that worker commitment to the organization originates in workers' perceptions of the company's commitment and support for workers [23]. Work commitment to the organization has a significant relationship to the company's commitment to employees' work as an exchange of perceptions of organizational actions and their behavior [24], [25]. Organizational commitment refers to the tendency of social activists to expend their energies and express loyalty to social systems or emotional attachment to parts of the organization, regardless of the utility value of the relationship [26]. Another definition, Organizational commitment refers to an individual's overall feeling about the organization. It is a psychological bond that an employee has with an organization and has been found to be related to behavioral investment in the organization, the possibility of remaining with the organization, and alignment of goals and values [21], [27].

Organizational commitment is a psychological state that "(a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue membership in the organization", Meyer & Allen [28]. For Bastos and Borges-Andrade [29] new productive processes require employees to be more participatory and independent, with the ability to work as teams and most importantly, committed to the results of the organization they are in. From the definitions of the experts above, it can be concluded that organizational commitment is the level of trust in which an employee sides with a particular organization and its goals and intends to maintain and maintain membership in the organization, and reflects an attitude of loyalty to the organization.

2.3 Green Organizational Culture

Organizational culture is defined as “a set of shared mental assumptions that guide actions and interpretations within the organization by defining appropriate behavior for different situations” [6]. Green organizational culture is one of the most debated topics by both the common man and the elite class of society. The concept of green culture is mostly concerned with realizing and obtaining ecological balance, Mohezara et al., [5]. It involves the environment and humans so it is necessary to carry out a green culture because it promotes ecological development and sustainable economic growth based on politics, science and aesthetics [30], [31]. Through globalization, different economies have shared the benefits of pursuing green trends and incorporating these practices into their organizational cultures. Most organizations are restructuring their culture to accommodate new factors on issues such as environment, behavior, and attitudes related to environmental issues [31], [32].

The conceptual approach to green organizational culture is about being aware of environmental risks. There is sufficient evidence of this paradigm shift in today's highly competitive and ever-changing business climate [5], [30]. A holistic approach to hospitality and tourism business companies is needed for a long-term strategic position [33], [34]. Regardless of size, shape, solutions and sustainable practices in business operations, lodging companies explicitly or implicitly adhere to the principles of TBL sustainability. Hotels should develop a green organizational culture and invest in green innovation activities to gain competitive advantage [32], [34].

2.4 Green Competence

Performance competence can be interpreted as the behaviors shown by those who have perfect performance, are more consistent and effective, compared to those who have average performance [35]. Evaluation of a person's competence will predict one's performance. Competence can be used as the main criterion for determining one's work [36]. For example, for professional, managerial or senior manager functions. Employees who are placed in these tasks will know what competencies are needed, as well as what methods must be taken to achieve promotion to the next position level [37].

This research is based on the condition that previous research has not been found regarding the relationship between green competence and organizational commitment, but when it relates to the implementation of green competence, research results have stated that green competence obtained is more positively related to individual green competence and green behavior [10]. Empirical studies show that verifying the acquired green competency attributes such as environmental knowledge, green purchasing attitudes and intentions during employee selection will certainly help companies to identify the performance of each individual [38], [39]. The relationship between organizational culture and performance that results in organizational culture has a positive and significant effect on organizational performance. Green competency criteria are still rarely used by previous researchers, but when it comes to competence and performance, many researchers have done it [40], [41].

3. METHOD

3.1 Research design

In accordance with the problems and research objectives that have been prepared to answer the problems that have been formulated, the research is designed with a causality approach, analyzing the relationship and influence between variables of green organizational culture, green competence through the mediation of organizational commitment to employee performance, the research is also called explanatory, namely explaining causal relationship and testing the hypothesis of the purpose being analyzed (purpose of study), this research includes research to test the hypothesis (Hypothesis testing). The data collected uses a perceptual approach to facilitate measurement; a 5-point Likert scale is used. Point 1 indicates the perception strongly disagrees to point 5 indicates the perception strongly agrees.

3.2 Population and sample

The research population is five-star hotel employees who have implemented the go green concept located in Central Java. The location of the research was carried out at hotels that have implemented the go green concept. The total population in this study was 112 people and was taken by census.

3.3 Data collection technique

In this study, primary data was used. Primary data was obtained from a research instrument in the form of a questionnaire containing closed statements regarding servant leadership, competency, normative commitment and lecturer performance.

Data analysis techniques using descriptive analysis are intended to find out and explain each description or characteristic of the variables studied namely Organizational Culture, Competence, Employee Performance, Organizational Commitment from a number of research indicators and research instruments. The analysis technique used is descriptive statistics, namely the analysis of frequency distribution tables used to explain the description of each variable and indicator.

4. RESULT AND DISCUSSION

Data from research subjects were tested before being used as a research tool, this data was based on questionnaire answers or instrument item statements collected from 185 respondents. The questionnaire instrument is said to be good if the test findings are valid and reliable.

Basic research is said to be valid and reliable, because it meets the criteria for testing the validity of the statement items used by comparing the value of r count with r table. If the value of r count $>$ r table, the research statement items are declared reliable. The value of r table with 30 respondents at the significance level of 5% yields 0.361. Based on the results of the validity test, it shows that the value of r count $>$ r table, so that the research statement items are declared valid. This relationship indicates that these indicators can be used to measure the variables to be measured, meaning that the instrument can be used in research for the variables of transformational leadership, employee empowerment, organizational commitment, and employee involvement and employee performance. The criteria for testing the reliability of statement items are if they have a Cronbach's Alpha value $>$ 0.7. Based on the results of the reliability test, the value of Cronbach's Alpha was $>$ 0.7, so that the statement items were declared reliable.

4.1 Description of Green Organizational Culture Variables

Green Organizational Culture has four indicators of the influence of innovation, organizational climate, bureaucracy and communication. Based on Table 1, the overall average score of the transformational leadership variable of 4.33 is proven to be shaped by innovation, organizational climate, bureaucracy and communication.

Table 1. Frequency Distribution of Green Organizational Culture Variables

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	F	%	F	%	F	%	F	%	F	%	
X1.1	0	0	0	0	9	8	44	39,3	59	52,7	4,45
X1.2	0	0	3	2,7	3	2,7	55	49,1	51	45,5	4,38
X1.3	0	0	0	0	6	5,4	69	61,6	37	33	4,28
X1.4	0	0	0	0	9	8	50	44,6	53	47,3	4,39
X1.5	0	0	0	0	11	9,8	43	38,4	58	51,8	4,42
X1.6	0	0	0	0	7	6,3	59	52,7	46	41,1	4,35
X1.7	0	0	0	0	2	1,8	57	50,9	53	47,3	4,46
X1.8	0	0	0	0	6	5,4	50	44,6	56	50	4,45
X1.9	0	0	4	3,6	17	15,2	48	42,9	43	38,4	4,16
X1.10	0	0	3	2,7	2	1,8	59	52,7	48	42,9	4,36
X1.11	0	0	0	0	9	8	61	54,5	42	37,5	4,29
X1.12	0	0	0	0	8	7,1	62	55,4	42	37,5	4,30
X1.13	3	2,7	0	0	18	16,1	44	39,3	47	42	4,18
X1.14	0	0	0	0	24	21,4	48	42,9	40	35,7	4,14
X1.15	0	0	0	0	8	7,1	68	60,7	36	32,1	4,25
X1.16	0	0	0	0	4	3,6	60	53,6	48	42,9	4,39
Mean Variable											4,33

Based on the table above, it can be seen that the average score of the Green Organizational Culture variable is 4.33. This shows that the Green Organizational Culture variable is in the good category or the employees agree with the statements on the questionnaire.

In the statement item as an employee it is easy to understand the implementation of environmentally friendly has the highest average on the Green Organizational Culture variable of 4.46. This indicates that respondents strongly agree with the application of environmentally friendly easily understood by hotel employees. While the statement item While working at this hotel employees have the motivation to exchange ideas about environmental issues with other departments has the lowest average score on the Green Organizational Culture variable, namely 4.14. This indicates that there is a lack of exchange of ideas between other departments regarding environmental issues; employees are not motivated by the organization. Based on the results of the descriptive analysis of the Green Organizational Culture variable, it can be concluded that there is a need to increase motivation regarding the importance of work culture related to the environment,

communication and problem solving with other departments so that they can be understood together within the organization which will become a pattern of green organizational culture.

4.2 Description of Green Competence Variable

Green Competence has five indicators, namely green knowledge, green skills, green awareness, green attitudes, green behavior, and green abilities indicators. The frequency distribution of the Green Competence variable is shown in Table 2.

Table 2 Green Competence Variable Frequency Distribution

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	F	%	F	%	F	%	F	%	F	%	
X2.1	0	0	0	0	7	6,3	52	46,4	53	47,3	4,41
X2.2	0	0	0	0	11	9,8	55	49,1	46	41,1	4,31
X2.3	0	0	0	0	13	11,6	43	38,4	56	50	4,38
X2.4	0	0	0	0	14	12,5	43	38,4	55	49,1	4,37
X2.5	0	0	0	0	11	9,8	62	55,4	39	34,8	4,25
X2.6	0	0	0	0	14	12,5	50	44,6	48	42,9	4,30
X2.7	0	0	0	0	10	8,9	59	52,7	43	38,4	4,29
X2.8	0	0	0	0	11	9,8	53	4,3	48	42,9	4,33
X2.9	0	0	0	0	10	8,9	48	42,9	54	48,2	4,39
X2.10	0	0	0	0	17	15,2	40	35,7	55	49,1	4,34
X2.11	0	0	0	0	14	12,5	50	44,6	48	42,9	4,30
X2.12	0	0	0	0	17	15,2	47	42	48	42,9	4,28
X2.13	0	0	0	0	10	8,9	45	40,2	57	50,9	4,42
X2.14	0	0	0	0	12	10,7	48	42,9	52	46,4	4,36
X2.15	0	0	0	0	14	12,5	62	55,4	36	32,1	4,20
X2.16	0	0	0	0	7	6,3	62	55,4	43	38,4	4,32
X2.17	0	0	0	0	10	8,9	59	52,7	43	38,4	4,29
X2.18	0	0	0	0	7	6,3	47	42	58	51,8	4,46
X2.19	0	0	0	0	12	10,7	49	43,8	51	45,5	4,35
X2.20	0	0	0	0	14	12,5	46	41,1	52	46,4	4,34
X2.21	0	0	0	0	8	7,1	46	41,1	58	51,8	4,45
X2.22	0	0	0	0	0	14,3	47	42	49	43,8	4,29
X2.23	0	0	0	0	7	6,3	66	58,9	39	34,8	4,29
X2.24	0	0	0	0	7	6,3	60	53,6	45	40,2	4,34
X2.25	0	0	0	0	4	3,6	58	51,8	50	44,6	4,41
X2.26	0	0	0	0	7	6,3	53	47,3	52	46,4	4,40
X2.27	0	0	0	0	7	6,3	56	50	49	43,8	4,38
X2.28	0	0	3	2,7	11	9,8	52	46,4	46	41,2	4,26
X2.29	0	0	0	0	10	8,9	53	47,3	49	43,8	4,35
X2.30	0	0	0	0	7	6,3	54	48,2	51	45,5	4,39
Mean variable											4,34

Based on table 2 it can be seen that the average value of the Green Competence variable is 4.34. This shows that the Green Competence variable is in the good category or the employees agree with the statements on the questionnaire.

In the statement item as an employee at this hotel I am committed and involved in environmental protection has the highest average on the Green Competence variable of 4.46. This indicates that respondents strongly agree that employees have a commitment and want to be involved in environmental protection in the organization. While the statement item as an employee at this hotel I have an awareness of sustainable development has the lowest average score on the Green Competence variable, namely 4.20. This indicates that employees do not yet have full awareness of carrying out sustainable development.

4.3 Variable Description of Organizational Commitment

Organizational Commitment has three indicators of desire, will, and trust. The frequency distribution of the organizational commitment variable is in Table 3.

Table 3. Organizational Commitment Variable Frequency Distribution

Item	Strongly disagree		disagree		Neutral		Agree		Strongly agree		Mean
	F	%	F	%	F	%	F	%	F	%	
Y1.1	0	0	0	0	9	8	48	42,9	55	49,1	4,41
Y1.2	0	0	0	0	7	6,3	54	48,2	51	45,5	4,39
Y1.3	0	0	0	0	6	5,4	67	59,8	39	34,8	4,29
Y1.4	0	0	3	2,7	18	16,1	52	46,4	39	34,8	4,13
Y1.5	0	0	0	0	8	7,1	58	51,8	46	41,1	4,34
Y1.6	0	0	0	0	6	5,4	47	42	59	52,7	4,47
Mean variable											4,34

Based on Table 3 it can be seen that the average score of the organizational commitment variable is 4.34. This shows that the organizational commitment variable is in the good category or the employees agree with the statements on the questionnaire.

In the statement item as an employee obliged to provide services to the organization has the highest average on the organizational commitment variable of 4.47. This indicates that respondents strongly agree that employees are responsible and have an obligation to provide the best service to the organization. While the statement item as an employee needs to survive because it will incur costs if leaving the company has the lowest average score on the organizational commitment variable, namely 4.13. This indicates that employees still feel the need to remain in the organization. Based on the analysis of the description, organizational commitment is the basis for employee beliefs to be committed to the organization in working and improving performance.

4.4 Description of Employee Performance Variables

Employee performance has four indicators, namely energy saving, waste recycling, environmental certification and continuous improvement. The frequency distribution of organizational performance variables is shown in Table 4.

Table 4 Organizational Commitment Variable Frequency Distribution

Item	Strongly disagree		disagree		Neutral		Agree		Strongly agree		Mean
	F	%	F	%	F	%	F	%	F	%	
Y2.1	0	0	0	0	6	5,4	44	39,3	62	55,4	4,50
Y2.2	0	0	0	0	11	9,8	50	44,6	51	45,5	4,36
Y2.3	0	0	0	0	0	0	58	51,8	54	48,2	4,48
Y2.4	0	0	0	0	3	2,7	48	42,9	61	54,5	4,52
Y2.5	0	0	0	0	13	11,6	44	39,3	55	49,1	4,38
Y2.6	0	0	0	0	13	11,6	62	55,4	37	33	4,21
Y2.7	0	0	0	0	10	8,9	39	34,8	63	56,3	4,47
Y2.8	0	0	0	0	3	2,7	68	60,7	41	36,6	4,34
Y2.9	0	0	0	0	0	0	44	39,3	68	60,7	4,61
Y2.10	0	0	0	0	3	2,7	48	42,9	61	54,5	4,52
Y2.11	0	0	0	0	4	3,6	50	44,6	58	51,8	4,48
Y2.12	0	0	0	0	2	1,8	50	44,6	60	53,6	4,52
Mean Variable											4,45

Based on table 4 it can be seen that the average score of employee performance variables is 4.45. This shows that the employee performance variable is in the good category or the employees agree with the statements on the questionnaire.

In the statement item as an employee at this hotel I have skills in this field has the highest average on employee performance variables of 4.61. This indicates that respondents strongly agree that employees must have skills in their field to assist in increasing skill competence and improving employee performance. While the statement item as an employee at this hotel I am given the right to provide ideas/ideas within the company has the lowest average score on employee performance variables, namely 4.21. This indicates that employees have been given the right to express opinions in the company. Based on the results of a descriptive analysis on employee performance, it can be concluded that there is a need for openness in granting employee rights to convey ideas/ideas to improve organizational performance, in addition to honing skills competency skills given training, directing motivation to improve employee performance.

5. CONCLUSION

This research proves that everyone has the same role in preserving the environment, including in the hospitality industry sector, especially in hotels which have a relatively large amount of waste. Knowledge of this behavior must be owned by every hotel employee. Green culture is reflected by the influence of innovation, organizational climate, bureaucracy and communication, the formation of a green work culture will be able to form environmentally friendly behavior. This will also be supported by the competency knowledge and experience of employees in creating environmentally

friendly working conditions. The concern and attitude of employees also shows the ability of employees to participate in creating an environmentally friendly hotel performance.

Commitment is formed by obedient behavior to remain in the company in order to provide good service to consumers. This is indicated from empirical conditions that commitment to the organization is a necessity for employees to remain in the organization and becomes a belief for employees that with good commitment will improve organizational performance. Based on this, it can be used as a guideline for hotel management.

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