

PERSONAL AND ORGANIZATIONAL FACTORS SUPPORTING GREEN HRM PERFORMANCE IN THE TOURISM INDUSTRY

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ABSTRACT

This study investigates the correlation between employees' personal inclinations and organizational factors in green environmental behavior, alongside their impact on environmentally sustainable organizational performance. Employing the SEM-PLS analysis method, the research engaged 307 respondents from the tourism sector, evaluating survey data through structural models encompassing personal and organizational factors associated with employees' green environmental behavior. The findings reveal a notable and affirmative connection between employees' green environmental behavior and the performance of environmentally friendly organizations. Moreover, variables such as environmental literacy, environmental empowerment, and environmental leadership demonstrate substantial influence on employees' green environmental behavior. However, factors like employee religiosity, green environment self-efficacy, and green environment training did not yield significant influence. This study introduces novel insights into the determinants of employees' green environmental behavior, establishing a robust groundwork for devising workplace strategies and policies conducive to fostering such behavior. Nonetheless, this study has limitations concerning the research subjects and variations in the constructs employed, offering potential avenues for further research development.

Keywords: green HRM; green employee behaviour; green organizational performance; tourism industry

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INTRODUCTION

The tourism industry significantly boosts the global economy by generating income, creating millions of jobs, and supporting various sectors like attractions, accommodations, restaurants, and transportation (World Travel & Tourism Council, 2020). Additionally, it promotes local culture, preserves heritage, and raises awareness about environmental concerns (Katsoni et al., 2017). Governments and private sectors collaborate to enhance tourist attractions and build the necessary infrastructure, aiming for a more robust tourism sector (Prawira et al., 2022; Satrya et al., 2023; Susanto et al., 2022).

Tourism organizations aim to promote sustainable practices among their workforce, focusing on strategies that combat global warming, minimize carbon emissions, curb waste, and enhance resource efficiency (Filimonau & Tochukwu, 2020). These efforts target the cultivation of green employee behavior, encompassing actions like conserving energy, using electronic documents, opting for teleconferencing, and recycling equipment (AlSuwaidi et al., 2021; Pham, Vo Thanh, et al., 2020). In Indonesia, initiatives to foster green employee behavior align with national tourism standards, emphasizing the importance of natural and social protection competencies within HR competency standards.

While pivotal in the global economy, tourism contributes to environmental degradation and a substantial carbon footprint (Camargo & Gretzel, 2017; Hall et al., 2018). To address these challenges amid global competition and growing environmental concerns, tourism businesses adopt green strategies such as environmentally conscious human resource management, creative green approaches, and sustainable hotel development (Arasli et al., 2020). These strategies allow companies to meet customer demands, navigate external pressures, and gain a competitive edge while prioritizing environmental responsibility. While calls for integrating HRM into sustainability discussions persist, research on Green Human Resource Management (GHRM) is early and primarily focused on conceptualization (Susanto et al., 2022).

Green Human Resource Management (GHRM) was initially perceived as part of environmental management (EM), primarily focusing on organizations' strategic decisions and HR

practices. However, subsequent research has emphasized employees' active involvement, attitudes, behaviors, and commitment toward environmental goals (Benevene & Buonomo, 2020). Various flexible perspectives on GHRM have been proposed by earlier researchers, such as viewing it as an integral part of HR management involving environmental issues across all HR activities, aligning with green principles and practices in the workplace (Renwick et al., 2013; Rubel et al., 2021). Another perspective, highlighted in a study by (Siyambalapatiya et al., 2018), uniquely defines GHRM as a fusion of HR management principles and environmental well-being.

The adoption of Green Human Resource Management (GHRM) practices continues to evolve to engage HR in sustainable behavior (Ojo et al., 2022). GHRM directs stakeholders to prioritize environmental concerns in recruitment, training, employee development, and organizational policies (Farooq et al., 2021; Nisar et al., 2021; Pham, Vo-Thanh, et al., 2020). It aims to raise employee awareness, encourage involvement in environmental efforts, and promote green business practices. Deploying resources towards GHRM in tourism aims to foster a culture of ethical and environmental responsibility, shaping a sustainable business model in the industry.

Several studies have aimed to identify factors shaping GHRM performance, often employing the Ability-Motivation-Opportunity (AMO) Theory (Appelbaum et al., 2000). Insights from this theory highlight the importance of intrinsic factors like ability and motivation in workers and the opportunities organizations provide to foster an optimal green culture (Nik Mat et al., 2021; Renwick et al., 2013). They emphasized that organizations prioritize employees' capabilities over motivating them to sustain a green work culture. This resonates with overarching findings (Benevene & Buonomo, 2020), indicating that many businesses emphasize training and development activities as central to GHRM efforts.

Drawing on Social Exchange Theory (Blau, 1964), individual behavior is often motivated by exchanging benefits, extending beyond a transactional relationship between a business and its employees. Previous research highlights various motivators influencing green employee behavior, such as ethical leadership styles

(Ahmad & Umrani, 2019), green HRM (Ribeiro et al., 2022), training, development (Ojo et al., 2022), empowerment, participation (Ojo et al., 2022; Srivastava & Shree, 2019), intellectual capital (Nisar et al., 2021), and environmental awareness (Darvishmotevali & Altinay, 2022). This diversity underscores untapped opportunities to delve deeper into GHRM, incorporating individual HR factors to enhance green organizational performance.

This study aims to explore individual factors—self-efficacy, religiosity, and environmental literacy—bridging the gap between AMO theory and Social Exchange Theory. These factors delve into personal beliefs, capabilities, and knowledge, shedding light on employee behavior in green practices. Self-efficacy, a psychological concept, reflects one's belief in achieving tasks successfully (Albert Bandura et al., 1999), correlating with motivation, performance, and job satisfaction (Lyons & Bandura, 2019). Religiosity pertains to how religious beliefs influence worker motives (Tan & Vogel, 2008), impacting workplace behavior and creating a positive work environment, including fostering green practices (Knotts, 2003; Wei Li et al., 2023; Osman-Gani et al., 2013).

Environmental literacy involves understanding the environment and solving its problems (Scholz, 2011). It encompasses knowledge of environmental issues, their causes, impacts, and potential solutions and is influenced by factors such as education and experience (Yasaroh et al., 2023). This literacy is crucial for HR to comprehend its working environment, fostering motivation to implement sustainable work systems and mitigate risks. In the tourism sector, which relies heavily on natural resources, this understanding sets it apart from industry HR, making it adept at recognizing and addressing environmental issues compared to other sectors.

As outlined above, the three intrinsic aspects of HR will then be integrated with training, empowerment, and leadership efforts as GHRM organizational factors. It is hoped that the results of this study can provide theoretical and practical enrichment in the development of GHRM.

LITERATURE REVIEW

Green Self-Efficacy and Green Employee Behavior

Green self-efficacy (GSE) is an applied concept derived from recognizing individuals' abilities to complete a job with environmental alignment and manage challenges to complete the task (Albert Bandura et al., 1999). (Maddux & Rogers, 1983) postulated that self-efficacy becomes a motivational mechanism of self-protection that actively triggers affective behavior in the face of a problem in achieving the desired goal. The emergence of environmentalism in organizations has encouraged the concept of "green mindfulness," which is understood as an individual's awareness of the context and content of the environment in their activities (Y. S. Chen et al., 2015). In recent years, various scholars have sought to explore the role of self-efficacy in shaping pro-environmental behavior. Green self-efficacy (GSE) is given to an individual's confidence in their ability to implement work that impacts sustainability and environmental quality (Farooq et al., 2021). Understanding self-efficacy is vital to forming HR awareness of a sustainable future (Guo et al., 2019).

Some research suggests that GSEs can be influenced by certain factors, such as knowledge and skills (Farooq et al., 2021), Social motivation (Darvishmotevali & Altinay, 2022), and organizational leadership (Kardoyo et al., 2020). At the organizational level, GSEs can be important in shaping sustainable behavior. Organizations can improve HR GSE by providing training and education on green practices (Ahuja et al., 2023), integrating environmental aspects in organizational policies and procedures (Pham, Vo Thanh, et al., 2020), and providing social support and rewards for green behavior (Ali et al., 2021). GSE in HR can significantly impact the implementation of green cultural behavior in organizations (Ahuja et al., 2023). Based on this explanation, the following hypothesis is offered:

H1: Green self-efficacy influences green employee behavior

Employee Religiosity and Green Employee Behavior

The study of employee behavior in their support activities for organizational performance has attracted a variety of research, and as a result, it has been expanded to examine the intrinsic

aspects of HR (Wijayanti & Nurhayati, 2021). Religiosity is one of the intellectual aspects that comes from an individual's belief in the existence of God and all the rules and consequences of that belief (Osman-Gani et al., 2013). Religious people believe that all activities they do must be carried out as part of religious teachings, which, if obeyed, can bring calm, order, and spiritual well-being. This also applies to various religious studies from the perspective of consumer behavior (Agarwala et al., 2019) and entrepreneurial behavior (Alharbi et al., 2021), where religiosity has become one of the main considerations in business.

Religiosity motivates workers to pay attention to their work's ethical and moral values. Their study (David & Iliescu, 2022) found that religiosity provides a better meaning of work and influences the formation of contextual performance. In environmentalism, religiosity is recognized as a driver of human resources to provide behavior that benefits the environment as part of good deeds and ethical and moral compliance (Hameed et al., 2019; Kashif et al., 2017). Other research has applied concern to develop constructive programs (Qureshi & Shahjehan, 2021), pride to share socially (Tian & Robertson, 2019), and persist in the challenges of job complexity (Elçi et al., 2011). This research shows that religiosity influences the pro-environmental behavior of workers in the organization, leading to the following hypothesis:

H2: Employee religiosity affects green employee behavior

Environmental Literacy and Green Employee Behavior

In today's era of open knowledge, literacy is an essential issue in human life. Human recognition of natural and social environmental conditions has become part of contingency efforts to face climate change, global warming, pandemics, and world food constraints (Aidoo et al., 2021; Ludwig et al., 2021). Environmental literacy is a conception of individuals' knowledge, attitudes, and abilities to manage environmental complexity (Eilam & Trop, 2012). From this understanding, it can be articulated that environmental literacy originates from an awareness of the human need to obtain adequate knowledge about natural and social conditions, take a stand on that knowledge, and develop the

ability to manage challenges in the context of environmental sustainability.

Environmental literacy in various studies emerges as part of the development of formal and informal education curricula, where environmental recognition is a real effort to build the next generation who are environmentally sound (Ekawardhani et al., 2023; Sarbassova et al., 2021; Yusuf et al., 2022). In its development, the study of adult individuals in the context of HR has adopted environmental literacy as an important part of the success of GHRM, which has been a trend for decades. Beyond that, as a social value, a study by (Ardoin et al., 2023) provided a conception of collective environmental literacy that can be built through four potential aspects: scale, dynamic processes, shared resources, and synergy. Environmental literacy was found to have contributed to the formation of pro-environmental behavior in a community, including in business organizations (Yusuf et al., 2022). This relates to organizational elements' cognitive, affective, and conative ownership to formally and informally manage environmental issues in everyday life, forming a green culture and behavior (Goulgouti et al., 2019). Hypothesis 3 follows:

H3: Environmental literacy influences green employee behavior

Green Training and Green Employee Behavior

As a theory developed to understand aspects of HR management, Ability, Motivation, and Opportunity Theory (Appelbaum et al., 2000) recommends the ability pillar for HR to complete work, one of which is through training programs. In the context of GHRM, green training programs are developed to integrate green values for human resources to achieve green competencies under the organization's green goals (Pham et al., 2019). Organizations with a strong vision of environmental insight will use this view as a way of life and work culture that needs to be disseminated, understood, and trained so that the organization's HR elements can implement the achievement of that vision in their performance measures (Pham, Vo-Thanh, et al., 2020).

Technically, green training is a series of activities formulated through planned policies to build competencies to work on and solve problems with skills that favor the natural and social environment (Pham et al., 2019). The

availability of human resources derived from procurement brings a variety of innate motives from the environment outside the organization, so aligning with a green organizational culture is needed. At this stage, green training has been found to contribute to the formation of pro-environmental behavior in HR (Memon et al., 2022) and changes to the success of the organization's green performance (Cabral & Chiappetta Jabbour, 2020). Based on the above, the following hypothesis is offered:

H4: Green training influences green employee behavior

Green Leadership and Green Employee Behavior

Green leadership is the condition of a leader's willingness to take risks and consistently implement a vision to achieve excellence in pro-environment work initiatives (Lee et al., 2014). Transformational leadership style with green values can influence the success of environmentally sound organizational performance through its ability to motivate subordinates to implement green work, face challenges in The complexity of achieving the vision, and create a sustainable organization (Lusiani et al., 2020). Green leadership is practiced by building solid relationships with subordinates and colleagues to reach an understanding and joint action to support environmental sustainability (Ahuja et al., 2023).

Green leadership in the context of GHRM is applied through an organizational policy approach that regulates the relationship between leaders and subordinates in sharing duties and authority in environmental alignment initiatives (Kardoyo et al., 2020). The formality of green initiatives, however, is not the only indicator of leadership success; changes in points of view and ways of working in the organization, as well as the formation of subordinate behavior in implementing pro-environment work activities, also are involved (Berniak-Woźny & Rataj, 2023; Lusiani et al., 2020). This leads to the following hypothesis:

H5: Green leadership influences green employee behavior

Green Empowerment and Green Employee Behavior

For modern organizations, HR involvement in various programs and policies is part of the

organization's strategy to achieve goals optimally and sustainably. This is part of deploying organizational resources with psychological encouragement to each individual who is part of the optimal deployment of knowledge and skills (M. A. Islam et al., 2021; Voegtlin et al., 2015). Empowerment is a strategy for HR in which the organization recognizes the potential of each of its members and exerts that potential on appropriate tasks.

A study by (Teng et al., 2020) stated that using effective empowerment techniques and strategies can help reduce stress, provide emotional support to subordinates, and create a supportive and confident group atmosphere that can strengthen self-perception and the development of related innovations. This relates to the study of (Muisyo et al., 2022), who found that empowering human resources by delegating decision-making authority can increase green awareness and rewards. This encourages them to develop creative ideas to achieve green targets. In addition, this empowerment also encourages teamwork and the development of innovative ideas when facing environmental challenges.

Green empowerment makes human resources fully involved in work activities with an environmental sustainability vision. In an optimal empowerment model, the organization systematically provides broad opportunities with a model of appreciation for the totality of the involvement of its human resources in its commitment to the environment (Arasli et al., 2020; Muisyo et al., 2022). Hameed et al. (2020) found this to influence green behavior, leading to:

H6: Green empowerment influences green employee behavior

Green Employee Behavior and Green Organizational Performance

Green employee behavior has gained widespread attention in recent decades, where sustainability and GHRM issues have found a place in various studies that have postulated that personal value factors have been a predictor of the formation of green employee behavior. Human resources with a pro-environment perspective and attitude will be better able to apply sustainability principles in their work lives (Pham et al., 2019). The intrinsic motivation of human resources has been found to provide substantial control over their actions in

implementing environmentally sound ways of working (S. Chen et al., 2021; Wenjing Li et al., 2020).

Such is the case with organizational factors that influence the formation of green employee behavior. Programs and leadership with a strong vision for environmental sustainability can build pro-environment behavior in their workers (T. Islam et al., 2020). Transformational leaders who demonstrate environmentally caring values and behaviors tend to inspire and motivate their subordinates to adopt sustainable practices. In addition, organizational policies and practices promoting environmental sustainability, such as providing recycling facilities or incentives for green behavior, have positively influenced employees' green behavior (Sabokro et al., 2021).

In addition, the relationship between employees' green behavior and organizational

outcomes has been widely researched. Several studies have found a positive relationship between employees' green behavior and organizational performance (Pham et al., 2019). Green behavior has been linked to cost savings, improved resource efficiency, and enhanced corporate image and reputation. In addition, organizations with environmentally responsible employees are more likely to attract environmentally conscious customers and stakeholders. The following hypothesis is based on this explanation:

H7: Green employee behavior influences green organizational performance

Figure 1 is a framework of study models offered through hypothesis development built on a literature review.

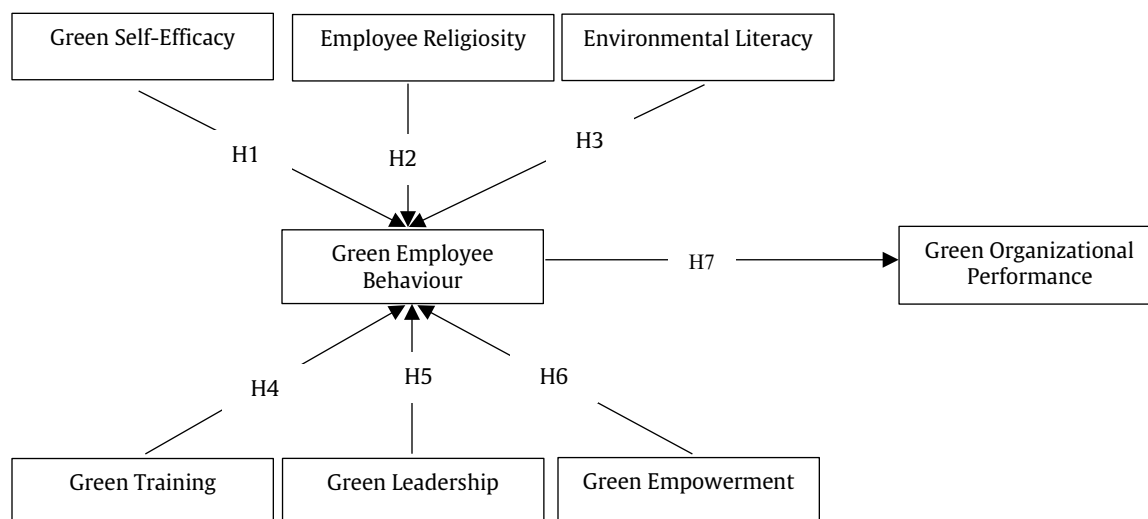


Figure 1. Proposed Frameworks

Source: research model, 2023

METHODOLOGY

This study used a quantitative verification approach (Creswell & Creswell, 2018) to examine the effect of green self-efficacy, employee religiosity, environmental literacy, green training, green leadership, and green empowerment in shaping employee behavior and organizational performance. Based on the theory and literature used, a series of operationalization of variables was compiled, which was translated into 24 reflective indicators and then compiled into a questionnaire with a 5-Likert scale with ordinal

measurement models; statements with Strongly Disagree are 1, and Strongly Agree by 5.

Variable measurements were developed from the adoption of related studies, each with three items for green self-efficacy (Farooq et al., 2021; Kardoyo et al., 2020), employee religiosity (Osman-Gani et al., 2013; Wijayanti & Nurhayati, 2021), environmental literacy (Goulgouti et al., 2019; Scholz, 2011), green training (Alola et al., 2020; Srivastava & Shree, 2019; Yusoff et al., 2020), green leadership (Ahuja et al., 2023; Lusiani et al., 2020), green empowerment (Emmanuel et al., 2021; Paillé & Francoeur, 2022), green employee behavior (Hussain et al.,

2023; Zacher et al., 2023), and green organizational performance (Hadi et al., 2023; Vargas-Hernández et al., 2022).

The data was collected through an online survey conducted in April-May 2023 targeting respondents of tourism actors working in Indonesia's tourism business (tourist attractions, travel agencies, and hotels) who implement work policies/culture and green programs in their organizations. The questionnaire was distributed using Google Forms software and through tourism association conversation groups and tourism higher education alumni networks in Indonesia. The selection statement was: "I am a worker in the tourism industry who actively works and has implemented green policies/work culture/programs for the last year." Respondents who answered "Yes" were allowed to complete the follow-up questions; respondents who answered "No." were not.

The data collected through the survey activity was processed using Smart-PLS to find the Structural Equation Model-Partial Least Square (SEM-PLS). This analysis is considered capable of processing data with limited parameters of normality, a relatively small number of samples, and the ability to construct complex models for the benefit of predictive studies of exogenous variables (J. F. Hair et al., 2019). Measurement models are tested through loading test procedures, validity, and reliability tests. At the same time, the structural model was carried out by examining R^2 , Q^2 , and significance tests on hypotheses that have been established.

RESULTS

Respondent Profile

This study received responses from 307 respondents eligible to provide data at the next stage. This amount is considered sufficient for the criteria for meeting the study sample. (J. Hair

et al., 2017) stated that the minimum number of samples in SEM-PLS can be met at least tenfold in the most formative relationships in a model. This study has the largest formative relationships of 6, so the data is considered sufficient.

Respondents included travel agency staff, hotel workers, operators at tourism destinations, outdoor recreation facilitators, and off-road business owners. Demographically, 56% of respondents were men, and 44% were women. Those working in the tourism industry for less than 3 Years represented 27% of respondents, while those with 3-5 years' work experience were 58%, with the remaining 15% working for more than five years. Regarding age, 11% were less than 25, 75% were 25-45, and 17% were greater than 45. As for educational background, 11% had only high school degrees, while 80% graduated from college and 8% had postgraduate degrees. Most respondents were of productive age and had relatively sufficient work experience to represent the GHRM phenomenon in their organizations. Concerning income, 52% of the respondents earned between IDR 4-7 million per month, 28% earned less than IDR 4 million per month, and 20% earned more than IDR 7 million per month.

Measurement Model

At this stage, the loading factor measurement of the indicator was determined with the cutoff condition of >0.70 and followed by measuring construct validity and reliability by applying Composite Reliability (CR), which must meet a value of more than 0.708 and an AVE value of more than 0.50 in each construct, as stated by (J. F. Hair et al., 2019). Table 1 shows that all loading factors, Cronbach alpha, VIF, CR, and AVE, had been declared to meet the criteria.

Table 1. Loading, Composite Reliability (CR), AVE, and VIF

| Measurement | Factor Loading | Cronbach Alpha | CR | AVE | VIF |
|----------------------------------|----------------|----------------|-------|-------|-------|
| Green Self-efficacy (GSE) | | 0.877 | 0.924 | 0.802 | |
| GSE1 | 0.880 | | | | 2.255 |
| GSE2 | 0.898 | | | | 2.384 |
| GSE3 | 0.908 | | | | 2.587 |
| Employee Religiosity (ER) | | 0.830 | 0.898 | 0.746 | |
| ER1 | 0.876 | | | | 2.002 |
| ER2 | 0.873 | | | | 1.876 |

Table 1. Continued

| Measurement | Factor Loading | Cronbach Alpha | CR | AVE | VIF |
|---|----------------|----------------|-------|-------|-------|
| ER3 | 0.841 | | | | 1.853 |
| Environmental Literacy (EL) | | 0.860 | 0.915 | 0.782 | |
| EL1 | 0.900 | | | | 2.582 |
| EL2 | 0.916 | | | | 2.749 |
| EL3 | 0.835 | | | | 1.794 |
| Green Training (GT) | | 0.804 | 0.885 | 0.719 | |
| GT1 | 0.851 | | | | 1.824 |
| GT2 | 0.813 | | | | 1.565 |
| GT3 | 0.878 | | | | 1.968 |
| Green Leadership (GL) | | 0.851 | 0.910 | 0.770 | |
| GL1 | 0.877 | | | | 1.994 |
| GL2 | 0.883 | | | | 2.255 |
| GL3 | 0.873 | | | | 2.054 |
| Green Empowerment (GE) | | 0.877 | 0.924 | 0.802 | |
| GE1 | 0.907 | | | | 2.610 |
| GE2 | 0.908 | | | | 2.716 |
| GE3 | 0.872 | | | | 2.082 |
| Green Employee Behavior (GEB) | | 0.889 | 0.931 | 0.819 | |
| GEB1 | 0.899 | | | | 2.499 |
| GEB2 | 0.904 | | | | 2.577 |
| GEB3 | 0.911 | | | | 2.705 |
| Green Organizational Performance (GOP) | | 0.862 | 0.916 | 0.784 | |
| GOP1 | 0.878 | | | | 2.113 |
| GOP2 | 0.869 | | | | 2.099 |
| GOP3 | 0.908 | | | | 2.606 |

Source: research data, 2023

In testing the validity of the discriminant variable, this study used the Fornell-Larcker criteria of each item assessed to meet the criteria presented in Table 2.

Table 2. Discriminant Validity

| | GEB | ER | EL | GE | GL | GOP | GSE | GT |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|
| GEB | 0.905 | | | | | | | |
| ER | 0.647 | 0.864 | | | | | | |
| EL | 0.658 | 0.808 | 0.884 | | | | | |
| GE | 0.668 | 0.660 | 0.650 | 0.896 | | | | |
| GL | 0.639 | 0.678 | 0.642 | 0.656 | 0.878 | | | |
| GOP | 0.745 | 0.741 | 0.750 | 0.752 | 0.658 | 0.885 | | |
| GSE | 0.656 | 0.862 | 0.847 | 0.678 | 0.669 | 0.750 | 0.896 | |
| GT | 0.586 | 0.664 | 0.643 | 0.612 | 0.793 | 0.650 | 0.678 | 0.848 |

Note: GEB=green employee behavior; ER=employee religiosity; EL=environmental literacy; GE=green empowerment; GL=green leadership; GOP=green organisational performance; GSE=green self-efficacy; GT=green training.

Source: research data, 2023

This study used a standardized residual mean square (SRMR) to evaluate the fit model. Following the recommendations of (Hu & Bentler, 1999), an SRMR value limit of less than 0.08 indicates a good degree of conformity. In this case, the SRMR value is 0.044, indicating the presence of a good fit.

Structural Model

Structural models were examined by performing R^2 measurements and path coefficients as suggested by (Sarstedt et al., 2017). The R^2 value is substantial if it is more than or equal to 0.67, moderate if 0.33, and weak if 0.19. In the offered model and test results, the R^2 value of the endogenous green employee behavior construct was found to be 0.557, and in the green organizational performance construct, 0.55, indicating that the value of the coefficient of determination forming the two endogenous constructs is moderate. The R^2 value shows that the phenomenon of green employee behavior can be explained by 55.7%, and the phenomenon of green organizational performance can be explained by 55.3% by the model built.

Referring to (J. F. Hair et al., 2019), the study was bootstrapped with 5000 resampling procedures to test the significance of the effect on the offered construct. The results show that the green employee behavior hypothesis significantly influenced organizational behavior ($\beta=0.745$; $p=0.000$). Also, research proved that environmental literacy ($\beta=0.202$; $p=0.003$), green empowerment ($\beta=0.292$; $p=0.000$), and green

leadership ($\beta=0.205$; $p=0.015$) have a significant effect on green employee behavior. This shows that several personal and organizational factors can influence the formation of green employee behavior. However, several personal and organizational factors were found that did not affect green employee behavior, namely employee religiosity ($\beta=0.083$; $p=0.282$), Green self-efficacy ($\beta=0.070$; $p=0.439$) and green training ($\beta=0.012$; $p=0.876$).

The study also revealed the value of Q^2 as a measurement of the predictive strength of the structural model tested. J. F. Hair et al. (2019) state that a Q^2 value of >0 has a good predictive value. In this study, the Q^2 value was determined by a blindfolding procedure, which shows that $Q^2 = 0.452$ in the green employee behavior construct and $Q^2 = 0.431$ in the green organizational performance construct. Both show good predictive ability for the constructs. Complementing this information are the hypothesis test results, R^2 and Q^2 , as presented in Table 3 and Figure 2.

Table 3. Hypothesis Testing

| Hypothesis | β | t-statistics | p-values | Decision |
|---------------------------|---------|--------------|----------|----------|
| H1: GSE \rightarrow GEB | 0.070 | 0.775 | 0.439 | Rejected |
| H2: ER \rightarrow GEB | 0.083 | 1.077 | 0.282 | Rejected |
| H3: EL \rightarrow GEB | 0.202 | 2.945 | 0.012 | Accepted |
| H4: GT \rightarrow GEB | 0.012 | 0.156 | 0.876 | Rejected |
| H5: GL \rightarrow GEB | 0.205 | 2.525 | 0.012 | Accepted |
| H6: GE \rightarrow GEB | 0.292 | 3.895 | 0.000 | Accepted |
| H7: EGB \rightarrow GOP | 0.745 | 23.290 | 0.000 | Accepted |

Note: GEB=green employee behavior; ER=employee religiosity; EL=environmental literacy; GE=green empowerment; GL=green leadership; GOP=green organizational performance; GSE=green self-efficacy; GT=green training.

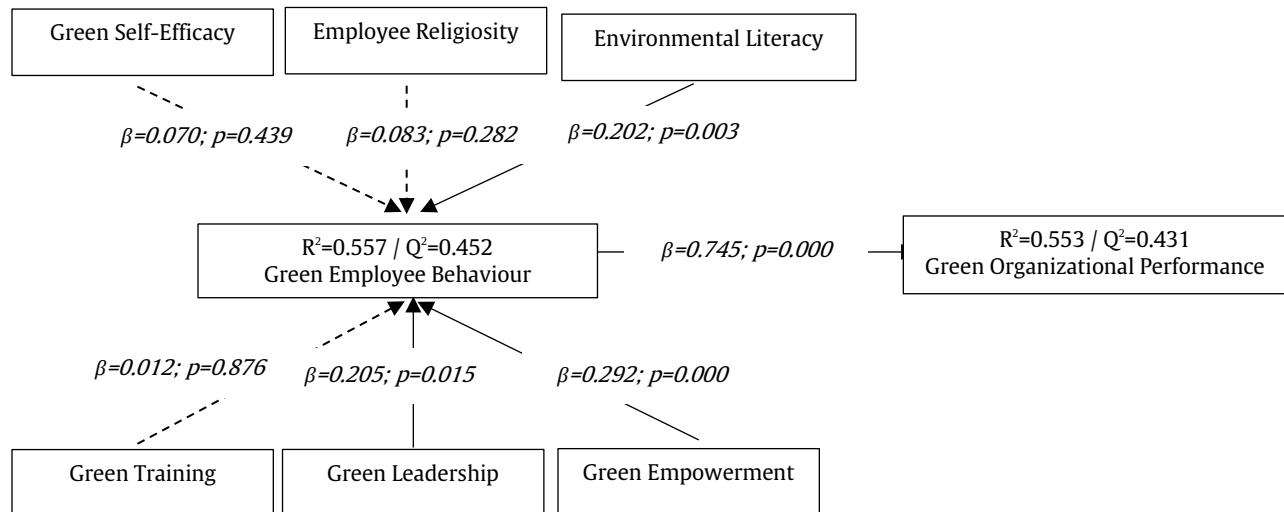


Figure 2. Structural Model

DISCUSSION

This study has contributed to understanding the factors influencing employees' green environmental behavior and green organizational performance. In the context of existing theories, these findings support and are consistent with previous research linking variables such as green environmental behavior, environmental literacy, HR empowerment, and environmental leadership with employees' green environmental behavior. The positive and significant influence of employees' green environmental behavior on green organizational performance aligns with social theory and environmental psychology. Social theory (A Bandura, 2001) posits that individual behavior in a social context can influence collective behavior and overall organizational performance. In this regard, employees' green environmental behavior can be a valuable resource for organizations to achieve better environmental performance. The findings are consistent with previous research showing a positive relationship between individuals' green environmental behavior and sustainable organizational performance (Benevene & Buonomo, 2020; Siyambalapatiya et al., 2018).

In addition, the significant influence of environmental literacy, environmental empowerment, and environmental leadership on employees' green environmental behavior illustrates the importance of personal and organizational factors in shaping green environmental behavior. Theories such as human capability theory (Nussbaum, 2009; Sen, 1999),

empowerment theory (Conger, J. A., & Kanungo, 1988), and leadership theory (Bass & Riggio, 2006) have underlined the important role of these factors in changing individual behavior in the context of the environment.

Interestingly, the finding that factors such as employee religiosity, green environment self-efficacy, and green environment training did not significantly influence employees' green environmental behavior did not align with some previous research. Related to the characteristics of tourism business organizations in Indonesia, this appears to be a phenomenon where religious practices are still separated from behavior toward the environment for the workers studied. There is not yet a strong internalization between strict religious practices and the desire to comply with religious teachings in environmental aspects. Likewise, self-efficacy has not been able to shape the behavior of individual tourism workers. This can be caused by differing variability in responding to the complexity of green tasks.

Furthermore, the study findings also illustrate the lack of optimal green training efforts, a symptom of limited implementation, the lack of integration of environmental sustainability indicators in employee KPIs, and differences in individual values and priorities at work. Previous research has shown a complex relationship between these factors and green environmental behavior. Further research may be needed to understand the context and mechanisms underlying these relationships in a more specific organizational context.

In addition, the Q^2 value with a value above 40%, indicating the predictive ability of the tested structural model, provides additional strength to the findings. This indicates that the model developed in this study can be used as an effective tool to predict employees' green environmental behavior and green organizational performance. Overall, the study provides a deeper understanding of the factors influencing employees' green environmental behavior and green organizational performance. These findings reinforce the link between green environmental behavior, environmental literacy, environmental empowerment, and green leadership.

CONCLUSION AND RECOMMENDATION

This study provides valuable research information to deepen understanding of the factors influencing employees' green environmental behavior and organizational performance. It is important, however, to look at these findings in the context of other studies and consider the contextual variables that might influence these relationships in a more specific organizational context. In addition, using different statistical analysis methods and advanced research can provide additional insight into the complexity of the relationships between the variables under study.

To capitalize on the advancements and insights from these findings, practitioners and managers can implement the following measures to foster employees' green environmental behavior and bolster green organizational performance. First, establishing environmental literacy programs. Organizations should offer pertinent training and education to enhance employees' understanding of environmental issues. These programs may encompass comprehension of environmental concerns, the organization's environmental policies and procedures, and actionable steps to embrace green environmental behaviors. They are second, promoting environmental empowerment. Organizations ought to create avenues for employees to actively engage in environmental initiatives, empowering them to make decisions concerning environmental matters. This could involve granting autonomy in adopting green practices, involving employees in environmental decision-making processes, and providing substantial support for their endeavors.

Third, exhibiting dedicated environmental leadership. Organizational leadership is pivotal in shaping the company's environmental ethos and values. Managers and leaders must show unwavering commitment to responsible environmental practices, serve as role models while encouraging employees to embrace green behaviors, and assess and refine environmental practices. Organizations must routinely assess their existing practices and consistently seek opportunities for enhancement. This encompasses gauging environmental performance, tracking key metrics, and involving employees in ongoing improvement efforts. Fifth, fostering organizational awareness and commitment to sustainability and environmental responsibility is imperative. This can be achieved through communication campaigns, incentive programs, rewards, and acknowledging employees' endeavors in adopting green behaviors.

The study's conclusions offer crucial guidance for practitioners and managers in formulating strategies and policies to foster employees' green environmental behavior and sustainable organizational performance. Through employee engagement, empowerment initiatives, and the demonstration of steadfast leadership, organizations can serve as catalysts for addressing environmental challenges. Moreover, they can contribute to broader initiatives to nurture environmental sustainability within the workplace and society. The study's limitations prompt recommendations for further research, such as identifying existing research gaps that warrant a more profound exploration of other variables and constructs connecting aspects of self-efficacy and religiosity in shaping behavior. This mediating variable may involve more technical constructs, closely intertwining individual aspects and green behavior. Additionally, conducting research that categorizes findings based on tourism business typology, a facet not explored in this study, could offer valuable insights.

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