

The Effect of Green Organizational Culture, Green Competence and Organizational Competence on Employee Performances

(A Case Study of Green Hotels in Yogyakarta and Center Java)

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ABSTRACT

This study aims to analyze the impact of green organizational culture on employee performance, analyze the impact of green competence on employee performance, and analyze the impact of organizational engagement on employee performance in green hotels in Yogyakarta

The survey method used in this research included 540 people, including all employees of five-star hotels in Central Java and Yogyakarta that implement the concept of green environmental protection. The sampling technique used the Slovenian formula, resulting in data from 110 study samples. Then analyze the collected data. The analysis technique used structural equation modeling (SEM) analysis.

The results show that green organizational culture has a significant impact on employee performance, and that green competence also has a significant impact on employee performance, and then the importance of organizational engagement on employee performance.

Keywords: Green Organizational Culture, Green Competence, Organizational Commitment, Employee Performance.

1. INTRODUCTION

In the face of competition, hotels must operate effectively and efficiently, and as a complex organization with many parts hidden from the public, employee performance is one of the aspirations of every hotel [1]. The quality of the staff is very important for determining the success of the hotel, especially in hotels with frequent turnover (departures) of staff, which affects the experience of guests who are loyal users of the hotel. While hotel managers can perform as well as general managers, good leadership can only be achieved with the support of appropriately qualified staff. An insufficient number of employees reduce the efficiency of management [2]. Employee performance appraisal is the process of evaluating an employee's performance against a set of criteria and then communicating that information to the employee. Therefore, it can be said that performance evaluation is effective when it includes two things, the existence of a set of criteria and the communication of information (feedback) [3]. The problem with this research is that it begins with a decline in employee performance marked by a decline in service quality.

This problem is related to the lack of understanding of environmental protection concepts by new employees and the lack of commitment to unique organizational and work principles. Green corporate culture is not well implemented and needs to be improved to match the green philosophy. One of the main problems identified was the use of plastic materials, which is contrary to the green philosophy of the star hotel where the staff works. Lack of understanding of environmental protection employees is also a problem that impairs their ability to work. The primary focus of this paper is to study and to analyze the impact of green organizational culture on employee performance, analyze the impact of green competence on employee performance. Authors also extended to analyze the impact of organizational engagement on employee performance in green hotels in Yogyakarta

2. LITERATUREREVIEW

2.1. Employee Performance

Performance is a parameter that measures the efficiency and effectiveness of past actions and the ability of an organization to achieve its goals by using its resources effectively. The three main factors that affect organizational performance are

organizational support, effective managerial skills, and the performance of the people working in the organization. Each organizational unit has several departments, and each department consists of several people. [4].state that performance is the result of work achieved by employees performing tasks in accordance with given responsibilities, including quality and quantity..

2.2. Green Organizational Culture

According to Stoner (1995) organizational culture can be defined as a cognitive framework that encompasses the attitudes, values, behavioral norms and expectations of organizational members [31] also defined organizational culture as a common set of psychological assumptions that guide actions and interpretations within the organization and determine appropriate behavior in different situations. [26] views organizational culture as a pattern of basic assumptions that are shared within the organization and used to solve problems and transfer to new members. points out that organizational culture includes four main indicators, namely innovation, organizational climate, bureaucracy and communication. Furthermore, Karim (2009) identified spiritual factors as drivers of organizational principles and culture [23] argue that a green organizational culture emerges when employees try to reduce their focus on profit and encourage organizational behaviors that have a positive effect on the environment. Meanwhile [6] defined green organizational culture as an environmental ideology based on science, politics and aesthetics to promote economically and ecologically sustainable development.

[16] believe that green organizational culture is a topic that is often discussed by ordinary people and social elites because it is related to the realization and achievement of ecological balance. As reported by Sroufe et al. explains, a green organizational culture can be considered "green" when employees prioritize minimizing the negative impact on the environment and maximizing the positive impact of the organization's activities on the environment, rather than simply seeking profit [27]. According to Roscoe et al. Another definition of green organizational culture is the values, beliefs and behaviors of organizational members in relation to the natural environment. [23].

2.3. Green Competence

Green skills refer to collective learning and green innovation and environmental management skills within the organization as defined by [7]. Companies invest in green innovation because greening helps companies explore new market opportunities and increase their competitive [8]; [22]. Green skills include environmental knowledge, skills and other socio-economic behaviors that individuals need to act responsibly for the benefit of the environment around them [28]. Skills can be used as a key criterion when deciding on a person's job. For example, for specialist, administrative or management functions. Employees who take on these tasks know what skills are needed and what steps they need to take to reach the next level of work. The main way to acquire green competence is environmental knowledge. Environmental knowledge refers to general knowledge of facts, concepts, and relationships about the environment and its major ecosystems [28]; [1] identified three main components of capability formation: knowledge that individuals possess, skills and individual behavior.

2.4. Organizational Commitment

According to [9] organizational engagement is associated with social activism, statements of loyalty to social systems, or emotional attachment to organizational parts, regardless of relationship utility. However, according to [21] organizational commitment refers to the level of participation of employees in the organization and their desire to retain members with an attitude of loyalty and willingness to give their best for the organization. Another definition of organizational commitment states that it is the psychological connection of employees with the organization, which includes behavior within the organization, the likelihood of remaining in the organization, and the alignment between goals and values [4]. The same point of view was taken by [2], [13], [3] and [17] Organizational commitment is a psychological state of employees that characterizes their relationship with the organization and influences the decision to remain members of the organization with a loyal attitude and trust towards the organization.

2.5. Hypothesis

The research hypothesis is as follows:

- 1) There are positive and significant influence of f Green Organizational Culture on employee performance Green hotels at Center Java and Yogyakarta.
- 2) There are positive and significant influence of Green Competence on employee performance Green hotels at Center Java and Yogyakarta
- 3) There are positive and significant influence of Komitmen Organizational on employee performance Green hotels at Center Java and Yogyakarta

3. RESEARCHMETHODS

3.1. Population and Research Sample

The population in this study are star hotel employees who have implemented the go green concept in Central Java and Yogyakarta. The number of employees is 540 people. This population is very large, the reasearcher sets a sample so that it can represent the population. The sample is calculate using the slovin formula [29].Based on the Slovin formula with the tolerance limit (e) = 8%, the number of samples obtained is as follows:

$$n = \frac{N}{1 + N \cdot (e^2)}$$

$$n = \frac{540}{1 + 540 \times (0,1)^2}$$

$$n = \frac{540}{6,4}$$

$$n = 84,375 = 110$$

Information:

n = number of samples

N = Total population

e = Fault tolerance limit

3.2 Technical Analysis

In this study, the method used to determine the direct effects of different variables was multiple linear regression analysis, a statistical method used to study the relationship between a dependent variable and two or more independent variables. The analysis is performed using SPSS software as described by [26]. Hypothesis testing is performed with a t-test (intercept). If the probability value is less than or equal to 0.05, the null hypothesis is rejected, indicating that the independent variable has a significant effect on the dependent variable. On the other hand, if the probability value is greater than 0.05, the null hypothesis is accepted, indicating that the independent variable has no significant effect on the dependent variable. In this paper, the structural equation is analyzed. $Y = b_1 X_1 + b_2 X_2 + b_3 X_3 + e_1$

3.3 Operational Definition of Variables

a. Green Organizational Culture(X1)

Assumptions of organizational culture that are shared by members of the organization, which has four indicators, namely: Leadership Emphasis, Information Credibility, Peer Involvement and Employee Empowerment,

b. Green Competence(X2)

Competence can be used as the main criterion for determining one's work, with indicators of Green Knowledge, Green Skills, Green Awareness, Green Attitudes, Green Behavior and Green Abilities.

c. Organization Commitment (X3)

The embodiment of a person's willingness in the form of self-binding with himself or his organization (organizational commitment) with indicators of Affective Commitment, Continuance Commitment and Normative Commitment

d. Employee Performance (Y)

Performance is the result of achievement by an employee in carrying out tasks in accordance with the responsibilities given. Performance is measured through five indicators, namely: quality of work, punctuality, initiative, ability, communication

3.2. Data Analysis Technique

The data analysis technique used in this study was Structural Equation Model (SEM) analysis. SEM is the analytical model used as a tool in this study. As explained in the previous chapter, the pattern of relationships between variables to be examined is the causal relationship between one or more exogenous variables and one or more endogenous variables. Structural equation modeling (SEM) is a statistical technique that simultaneously tests a number of relatively complex relationships. SEM processing used AMOS 18. This relationship can be established between one or more dependent variables and one or more independent variables and can be in the form of factors or structures constructed from several indicator variables. This variable can be one that is directly observed or measured [33].

4. RESEARCHRESULTSANDDISCUSSION

4.1. Research result Respondent Identity

Basedontabulationoftheresultsoftherespondent'squestionnaire,thecharacteristicsoftherespondentswereasfollows:

Results of Structural Equation Modeling Analysis

The results of the Structural Equation Modeling Analysis for Green Organizational Culture, Green Competence, Organizational Commitment, Employee Performance are described below:

a. Evaluation of Data Normality

Based on the results of the analysis of the Amos program, it shows that the multivariate value of 1.42 is between the critical ratio value of Skewnes and the kurtosition (-2.58 and 2.58.).

b. Outlier Detection Results

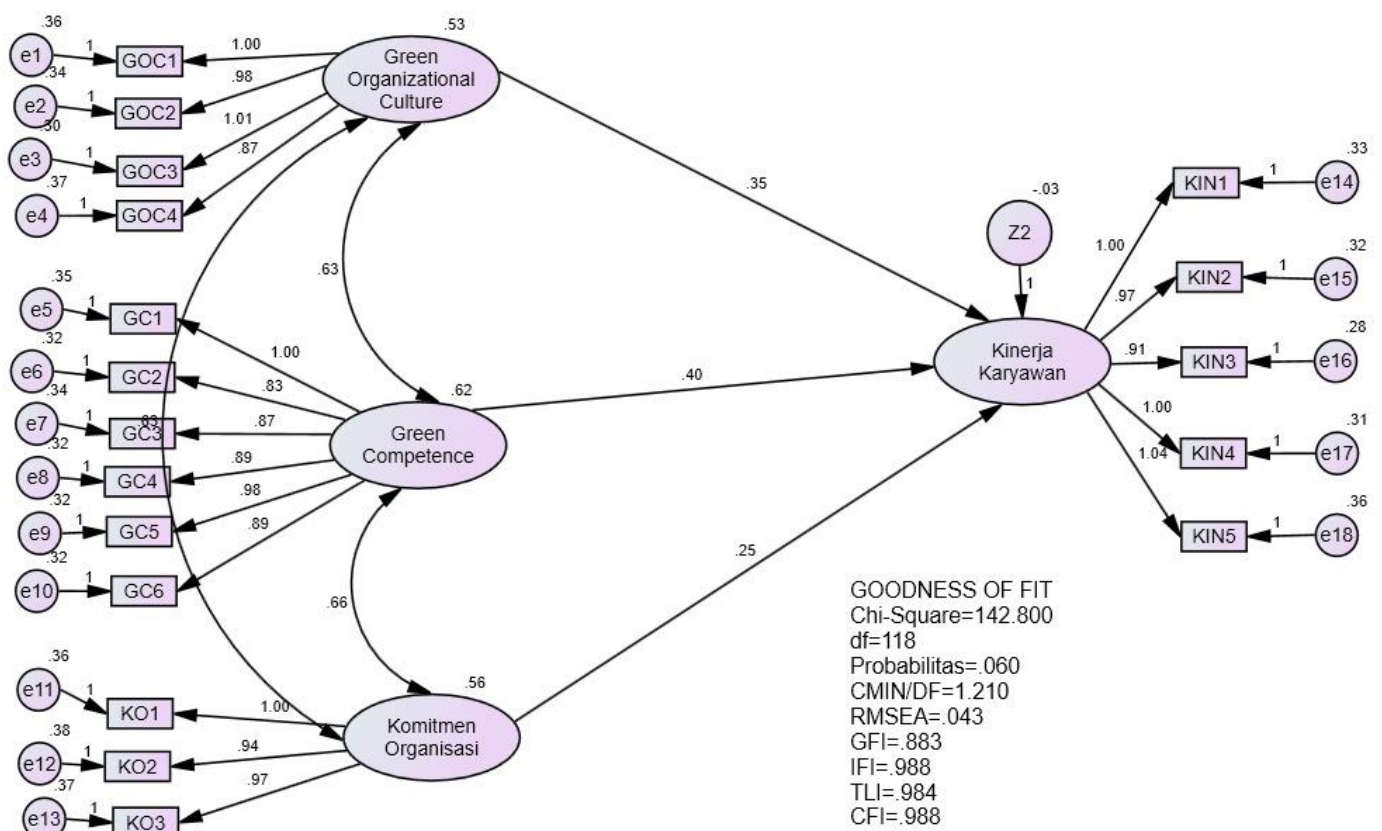
c. The Mahalanob is d-square values are all smaller than 42.3124 so it can be concluded that there are no outlier data.

d. Multi co linearity Test Results

e. the correlation value between research indicators does not exceed 0.5. This shows that there is multi co linearity.

f. Structural Equation Model Test Results

Assumption test results Structural Equation Modeling (SEM) proves that normally distributed data does not have multi co linearity problems, and outliers, observational data have met the requirements to be tested using a model structure, assisted by the AMOS (Analysis Moment of Structure) program. The results of the structural model test can be seen in the following figure.



Picture1 SEM Test Results(on model suitability analysis) Source: Data processed.

Analysis of the suitability of the model (Fit model), after evaluating the assumptions Structural Equation Modeling (SEM), then evaluate the suitability of the model using various criteria from Goodness-of-fit. The criteria for acceptance of a structural model is done by comparing the size of the suggested cut-of value. The goodness-of-fit index value was compared with the cut-of value [12]. The comparison results of the SEM Goodness-of-fit index value and the cut-of value are as in Table 2 below.

Tabel 11
The test for Validity and Reliability

Variable	Part	Correlction		Coeefficient	
		r statistic	Result	Cronbach Alpha	Result
Green Organizational Culture	X1.1	0,664	Valid	0,884	Reliable
	X1.2	0,500	Valid		
	X1.3	0,591	Valid		

	X1.4	0,664	Valid		
	X1.5	0,777	Valid		
	X1.6	0,563	Valid		
	X1.7	0,594	Valid		
	X1.8	0,470	Valid		
	X1.9	0,633	Valid		
	X1.10	0,527	Valid		
	X1.11	0,531	Valid		
	X1.12	0,397	Valid		
	X1.13	0,627	Valid		
	X1.14	0,610	Valid		
	X1.15	0,427	Valid		
	X1.16	0,471	Valid		
	X1.17	0,524	Valid		
	X1.18	0,656	Valid		
	X1.19	0,594	Valid		
	X1.20	0,454	Valid		
<i>Green Competence</i>	X2.1	0,513	Valid	0,945	Reliable
	X2.2	0,578	Valid		
	X2.3	0,505	Valid		
	X2.4	0,670	Valid		
	X2.5	0,609	Valid		
	X2.6	0,697	Valid		
	X2.7	0,489	Valid		
	X2.8	0,682	Valid		
	X2.9	0,547	Valid		
	X2.10	0,668	Valid		
	X2.11	0,749	Valid		
	X2.12	0,720	Valid		
	X2.13	0,746	Valid		
	X2.14	0,539	Valid		
	X2.15	0,643	Valid		
	X2.16	0,550	Valid		
	X2.17	0,451	Valid		
	X2.18	0,614	Valid		
	X2.19	0,496	Valid		
	X2.20	0,719	Valid		
	X2.21	0,682	Valid		
	X2.22	0,677	Valid		
	X2.23	0,718	Valid		
X2.24	0,677	Valid			
X2.25	0,500	Valid			
X2.26	0,376	Valid			
X2.27	0,654	Valid			
X2.28	0,750	Valid			
X2.29	0,691	Valid			
X2.30	0,691	Valid			
Organizational Commitment	X3.1	0,687	Valid	0,701	Reliable
	X3.2	0,771	Valid		
	X3.3	0,451	Valid		
	X3.4	0,721	Valid		
	X3.5	0,679	Valid		
	X3.6	0,539	Valid		
Employee Performance	Y.1	0,458	Valid	0,834	Reliable
	Y.2	0,653	Valid		
	Y.3	0,539	Valid		
	Y.4	0,556	Valid		

	Y.5	0,671	Valid		
	Y.6	0,493	Valid		
	Y.7	0,607	Valid		
	Y.8	0,396	Valid		
	Y.9	0,566	Valid		
	Y.10	0,652	Valid		
	Y.11	0,624	Valid		
	Y.12	0,747	Valid		
	Y2.13	0,592	Valid		

Source, primary data processed 2022

Table3
Comparison of Results, Cutoffs and Model Evaluation

Goodness-of-fit Index	Result	Cut-off Value	Model Evaluation
Chi-Square	142.800	232,911	Fit model
Probability	0.060	.>0.05	Fit model
RMSEA	0.043	<0.08	Fit model
GFI	0.883	>0.09	Fit model
CMIN/DF	1,210	<2	Fit model
TLI	0.984	>0.95	Fit model

Source :Processed data.

Based on Table 2 shows the results of the structural model testing. The evaluation results show that the absolute criterion size is the value of Chi square = 142.80 < 232.911, good evaluation with a significant level of 0.000 <0.05, marginal evaluation, the Chi square value should be smaller than the cut-off value and the probability is greater than the cut-off value. meaning that it is as recommended, and eligibility values are in accordance with the size of the incremental criteria such as RMSEA, GFI, and CMIN / DF, TLI has met the recommended cut-off value, there are only two, namely probability and Chi square, the calculated value is marginal, thus The structural equation model built is acceptable, then the analysis of the influence between research variables can be used and proves the research hypothesis.

1) Hypothesis Test

Four hypotheses are proposed to be tested, the four hypotheses are explained as follows:

Variable	Estimate	S.E.	C.R.	P	Result
<i>Green Organization Culture</i> → Employee Performance	0,346	0,058	5,966	0,000	Significant
<i>Green Competence</i> → Employee Performance	0,401	0,066	6,046	0,000	Significant
<i>Organizational Commitment</i> → Employee Performance	0,247	0,046	5,389	0,000	Significant

No.	Exogenous Variables	Endogenous Variables	P value	Hypothesis	Result
1	Green Organizational Culture (X1)	Employee Performance (Y)	0.000*	H1	Accepted

2	Green Competence (X2)	Employee Performance (Y)	0.000*	H2	Accepted
3	Organizational Commitment (X3)	Employee Performance (Y)	0.000*	H3	Accepted

Source: Processed data.

The influence of Green Organization Culture on employee performance produces a CR value of 5.966 with a p-value of 0.000. Because the p-value is smaller than the statistical significance at $\alpha = 5\%$, the hypothesis which states that Green Organization Culture has a positive and significant effect on employee performance can be accepted. The conclusion is that the better the Green Organization Culture is carried out the more it will improve employee performance so that Hypothesis 1 and Hypothesis 2 are accepted.

The effect of organizational commitment on employee performance produces a CR value of 5.389 with a p-value of 0.000. Because the p-value is smaller than the statistical significance at $\alpha = 5\%$, the hypothesis which states that organizational commitment to employee performance has a positive and significant effect can be accepted. It can be concluded that the better the organizational commitment is carried out, the employee performance will increase so that hypothesis 3 is accepted

4.2. Discussion of Research Results

1) The Effect of Green Organizational Culture On Employee Performance

The results of the study in Table 3 show that Green Organizational Culture has a significant effect on Employee Performance, means Green Organizational Culture is an important concept for companies to consider in their business, and the leadership emphasis indicator is a very important indicator in shaping a sustainable organizational culture. Leaders who have environmental awareness and a strong commitment to promoting sustainability will help create a more sustainable culture within their company [14]. This result of this study are supported by research by [30] and [10]

2) The Effect of Green Competence On Employee Performance

The results of the study in Table 3 show that Green Competence has a significant effect on Employee Performance. Green competence that enables employees in the organization to use their technical skills to reduce environmental degradation [5]. Thus, it can be concluded that employees who have good skills in applying environmental knowledge and environmentally friendly technology have a strong ability to take actions and decisions that have a positive impact on the environment. Therefore, companies can improve the green competence of their employees by focusing on developing the necessary skills to implement sustainable and environmentally friendly business practices. This result of this study are supported by research by [20]; [30] and [10]

3) The Effect of Organizational Commitment on Employee Performance

The results in Table 3 show that organizational commitment has a significant impact on employee performance. Leaders who are environmentally aware and have a strong commitment to promoting sustainable development will help create a more sustainable culture within the organization (Lestari & Nawangsari, 2019) [1]. Hypotheses on this topic suggest that there is a correlation between organizational commitment and employee performance and that the more employees are paid, the higher the level of employee performance. However, this assumption may need to be clarified because it involves two different variables, organizational commitment and compensation. Organizational commitment refers to the level of attachment of employees to their organization, while compensation encompasses various forms of gratitude to employees in exchange for their work. Therefore, in the context of this hypothesis, it may be more appropriate to say that there is a relationship between compensation and employee performance, rather than a relationship between organizational commitment and employee performance. Statistics showing a correlation between compensation and employee performance are expected, as employees who feel valued and respected in their organization tend to be more motivated and perform better. However, it is important to note that other factors such as the work environment, career development opportunities and management policies can also affect employee performance.

5. CONCLUSIONS AND SUGGESTIONS

Based on the results of the research and discussion described above, it can be concluded that Green Organizational Culture has a positive and significant effect on employee performance, Green Competence has a positive and significant effect on employee performance, and organizational commitment affects employee performance.

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