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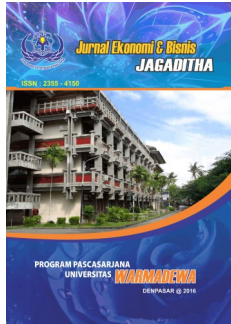
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Author Name(s): Komang Sri Widiantari*, Made Diah Pradnya Maharani and I Made Suidarma
Universitas Pendidikan Nasional, Bali-Indonesia

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*Correspondence regarding this article should be addressed to:

Komang Sri Widiantari

Email: widiantari@undiknas.ac.id

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Enhancing Employee Green Behavior Through Green Human Resources Management (HRM) and Environmental Knowledge Based on Tri Hita Karana

Komang Sri Widiantari*, Made Diah Pradnya Maharani and I Made Suidarma
Universitas Pendidikan Nasional, Bali-Indonesia

Abstract: One sector of the economy that significantly affects the environment is the hotel business. One of the key strategies used by hotels to mitigate adverse environmental consequences is Green HRM, which aims to lessen the negative effects that arise as part of green initiatives. Furthermore, Tri Hita Karana and environmental knowledge are closely related when it comes to putting sustainable methods into practice and maintaining the environment in a balanced way. The aims of this study is to know whether Green HRM at The Haven Bali Seminyak directly influences Environmental Knowledge and Employee Green Behavior, as well as whether it indirectly influences Employee Green Behavior through Environmental Knowledge based on Tri Hita Karana. In this research, 80 respondents, samples were obtained for data collection methods. This research uses a quantitative approach using the SmartPLS 3.0. From the results of the data analysis carried out, the results obtained are, Green HRM has positively and significantly impacts on Employee Green Behavior, Green HRM has positively and significantly effect on Environmental Knowledge, Environmental Knowledge has positively and significantly impacts on Employee Green. Behavior and Green HRM has positively and significantly impacts on Employee Green Behavior indirectly through Environmental Knowledge.

Keywords: Employee green behavior; environmental knowledge; green HRM; tri hita karana

Introduction

Recently, environmental issues and sustainable development have been widely discussed in both developed and developing countries (Irmawati & Trihardjanti, 2020). In Indonesia itself, one of the problems that is considered serious is environmental damage. Environmental damage also occurs with causes that are typical of developing countries which are related as causes and effects to each other, namely population density, still high poverty rates, still low access to social justice, inability to understand environmental issues, and local wisdom that is increasingly abandoned and ineffective application of environmental law and spatial planning (Khitam, 2018).

The only province in Bali Province where tourism contributes 90% of regional income is Badung Regency. The reason is, that Badung Regency has white sandy beaches with various accommodation options, the most famous of which are hotels that have one to five rooms (Yudasuara, 2015).

Based on data on hotel room occupancy rates at The Haven Bali Seminyak in 2022, it

*Correspondence regarding this article should be addressed to:
Komang Sri Widiantari. Universitas Pendidikan Nasional, Bali-Indonesia.
Email: widiantari@undiknas.ac.id

shows that the hotel room occupancy rate at The Haven Bali Seminyak in 2022 will almost reach 100%. Especially in December 2022, it was recorded at 93.23%. This means that most of the time during 2022, an average of the 191 hotel rooms available at the hotel are fully occupied or occupied. This is an indication that The Haven Bali Seminyak had a high occupancy rate during the year, indicating strong and popular demand among guests seeking accommodation at that location at that time.

In this case, it indicates that the large number of guest visits or tourists coming to Bali can have various influences on the hotel industry. The hotel industry is an industry that has a significant impact on the surrounding environment. This can be seen from the increasing use of natural resources. The increasing number of tourists can lead to increased use of natural resources such as water, energy, and other materials to meet hotel needs. Excessive use of resources can cause a decrease in availability and increase pressure on the surrounding natural environment.

As part of green initiatives, Green HRM has a primary approach to alleviate potential environmental impacts. Green HRM serves as a facilitator for the adoption of eco-friendly policies and strategies within organizations (Karmoker et al., 2021). In addition, human resources play an important role in greening businesses (Ercantan & Eyupoglu, 2022). Therefore, to be able to compete in business competition, there is a real need for a company to understand and shape employee behavior (Fikri Imaduddin & Suwarsi, 2023). When a hotel decides to operate in an environmentally friendly manner, this also introduces and educates employees about the importance of being environmentally friendly based on the Tri Hita Karana Concept.

In the fundamental operations of this sector, it is implied that there exists a positive and mutually beneficial relationship between tourism and culture (Ayu & Sumawidari, 2021). For Bali Province, environmental management is actualized in the Tri Hita Karana program. This concept emphasizes all aspects related to the environment based on the belief that a good environment will provide a better life (Pramono, 2016).

Concept and Hypothesis

Theory of Planned Behavior (TPB)

TPB serves as an explanatory framework for understanding the determinants of behavioral intentions. Intention, defined as the decision or impetus to engage in a desired behavior, whether consciously or not, forms a central concept in this theory (Ajzen, 1991). Grounded in a belief perspective, TPB posits that individual beliefs can shape and influence specific behaviors (Anindya & Irhandayaningsih, 2021).

Evolved from the Theory of Reasoned Action (TRA), TPB builds upon its predecessor by incorporating additional factors. TRA originally identified subjective norms and attitudes toward behavior as the key drivers of behavioral intentions. Subsequently, Ajzen et al. (1975) introduced an extra element, individual perceived behavioral control.

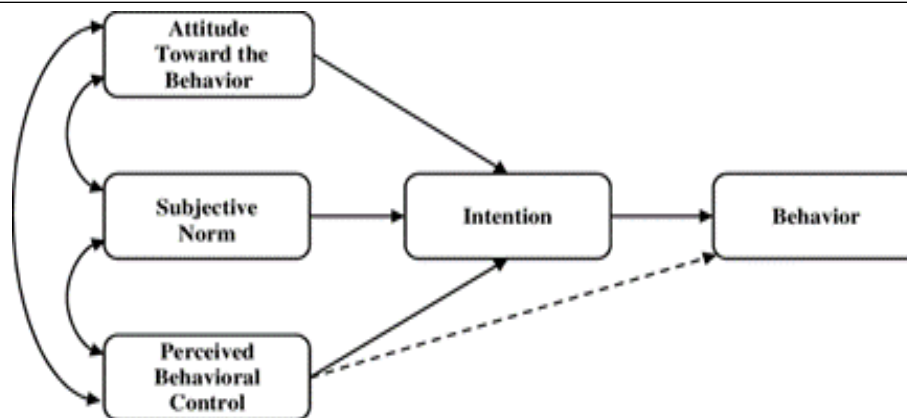


Figure 1. Theory of Planned Behavior

Green Human Resources Management

The meaning of Green HRM comes from the word "Green" here as "environmentally friendly". Green Management or what could be said to be environmentally friendly management is a technique where organizations manage the environment by improving environmental strategies (Safari et al., 2018). According to Purnama & Nawangsari (2019), define Green Human HRM as a corporate policy that integrates environmental considerations into human resource management, fostering sustainable practices to preserve nature within organizational operations. At its core, the concept of Green HRM emphasizes the development of skills and knowledge in human resources, heightening environmental awareness, and fostering environmentally responsible behavior and commitment (Masri & Jaaron, 2017).

Environmental Knowledge

Environmental knowledge, as described by Safari et al., (2018), pertains to understanding and awareness of environmental issues and their potential solutions. It involves recognizing human interactions within environmental contexts and understanding diverse relationships within ecological systems (Scholar & Burchett, 2015). In essence, environmental knowledge encompasses an individual's awareness of key environmental relationships, influences, the identification of environmental system capabilities, and the responsibilities essential for sustainable development (Kaufmann et al., 2012).

Employee Green Behavior (EGB)

According to Ones (2021), Employee Green Behavior (EGB) is characterized by the actions employees undertake in a sustainable manner within the workplace. It entails environmentally friendly behaviors that are specific to the work context, establishing a direct connection between environmental protection, positive actions, and the conservation of resources in a company's daily operations. This perspective aids organizations and employees in assessing their own environmentally conscious behaviors in the workplace (Zhang et al., 2021).

Fawehinmi et al., (2020) define Employee Green Behavior (EGB) as quantifiable employee actions that contribute to achieving environmental sustainability objectives within the workplace. Consequently, it specifically gauges the impact of enterprises implementing environmentally friendly measures in the work processes, playing a pivotal role in advancing the sustainable development of both society and the economy (Zhang et al., 2021).

Tri Hita Karana

Therefore, Tri Hita Karana literally implies that there are three elements serving as

causes for humans to attain prosperity, happiness, and peace. This teaching's concept offers a universal and profound insight, as explained by [Kurniawan Saputra et al., \(2018\)](#). According to [Donder \(2007\)](#) categorizes the Tri Hita Karana concept into three values, namely:

Parahyangan

Parahyangan represents a vertical connection, specifically the relationship between humans and the God. This bond serves as an expression of gratitude toward the Divine, acknowledging that everything originates from the Almighty ([Windia et al., 2015](#)).

Pawongan

Pawongan constitutes a balancing element that underscores facets of social existence. Fundamentally, pawongan seeks to establish equilibrium in the daily lives of individuals ([Astiti et al., 2015](#)).

Palemahan

Palemahan elucidates the harmony between humans and nature, emphasizing that humans are an integral part of the natural world and, as such, should maintain an open and sympathetic relationship with nature ([Lestari et al., 2015](#)).

The following conceptual framework outlines the thought process associated with the research:

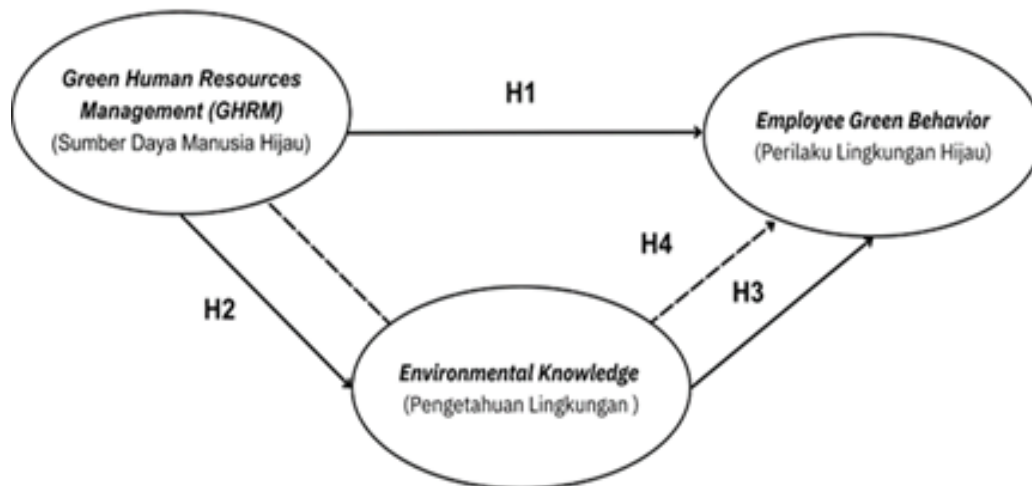


Figure 2. Concept Framework

The study hypothesis, based on the conceptual framework among them are as follows.

- H1: Green HRM has positively and significantly impacts on Employee Green Behavior
- H2: Green HRM positively and significantly impacts on EK.
- H3: EK has positively and significantly impacts on Employee Green Behavior
- H4: EK is able to mediate the influence of Green HRM on Employee Green Behavior

Method

This research use a quantitative approach to assessment the influence of Green HRM on Employee Green Behavior and Environmental Knowledge. Additionally, the study aims to determine whether Green HRM have some impacts to EGB through Environmental Knowledge

based on the Tri Hita Karana. The research was conducted at The Haven Bali Seminyak Hotel situated on Jl. Raya Seminyak No. 500, Seminyak, Kec. Kuta, Badung Regency, Bali 80361, Indonesia. Data collection involved distributing questionnaires to employees working at The Haven Hotel Bali Seminyak. The population consisted of 80 employees and using nonprobability sampling, specifically saturated sampling, involving the entire population of 80 respondents. Data processing was conducted using the SmartPLS application program version 3.0.

Result and Discussion

Measurement Model (Outer Model)

The assessment of the measurement is conducted using various approaches, namely:

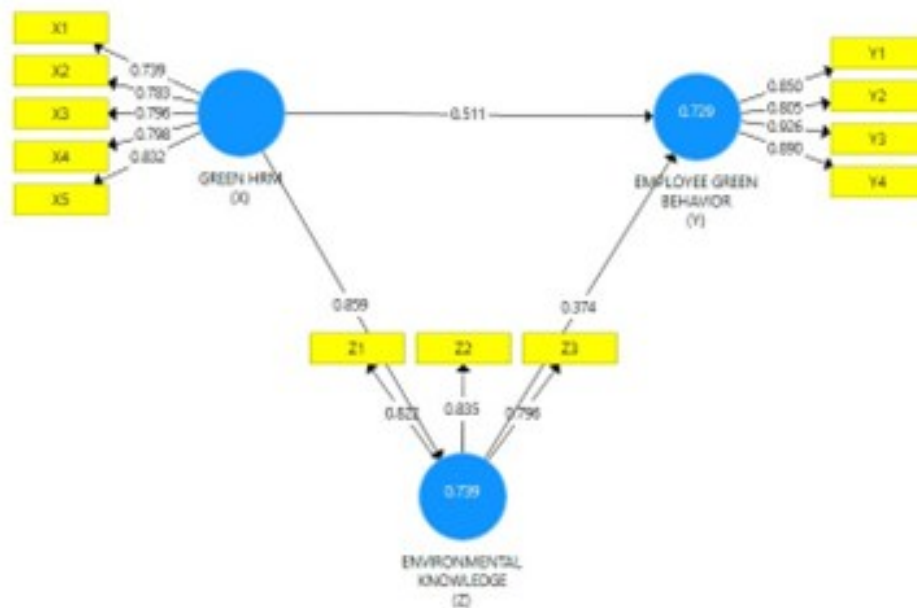


Figure 3. Outer Loading and Path Coefficients Between Constructs

Convergent Validity

Table 1. Convergent Validity Result

	<i>Employee Green Behavior_ (Y)</i>	<i>Environmental Knowledge (Z)</i>	<i>Green HRM (X)</i>
X1			0,739
X2			0,783
X3			0,796
X4			0,798
X5			0,832
Z1	0,850		
Z2	0,805		
Z3	0,926		
Y1	0,890		
Y2		0,822	
Y3		0,835	
Y4		0,796	

Source: Research results (2023)

The research results show that all values in the convergent validity test are greater than 0.7. So it can be concluded valid and the data has met the requirements for convergent validity well.

Discriminant Validity (Fornell-Lacker Criterion)

Table 2. Discriminant Validity Result

	<i>Employee Green Behavior (Y)</i>	<i>Environmental Knowledge (Z)</i>	<i>Green HRM (X)</i>
Employee Green Behavior (Y)	0,869		
Environmental Knowledge (Z)	0,813	0,818	
Green HRM (X)	0,832	0,859	0,790

Source: Research results (2023)

The findings from the research indicate that all values in the discriminant validity test (Fornell-Lacker Criterion) exceed 0.7. Therefore, it can be inferred that the data is valid, and the criteria for discriminant validity have been satisfactorily met.

Composite Reliability

Table 3. Composite Reliability Result

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Employee Green Behavior (Y)	0,891	0,925
Environmental Knowledge (Z)	0,753	0,858
Green HRM (X)	0,850	0,892

Source: Research results (2023)

The outcomes of the research reveal that all Cronbach's Alpha and Composite Reliability values surpass 0.7. Thus, it can be inferred that the data is reliable, meeting the reliability criteria effectively.

Structural Model (Inner Model)

Evaluation of the measurement model (inner model) is carried out through several approaches, namely.

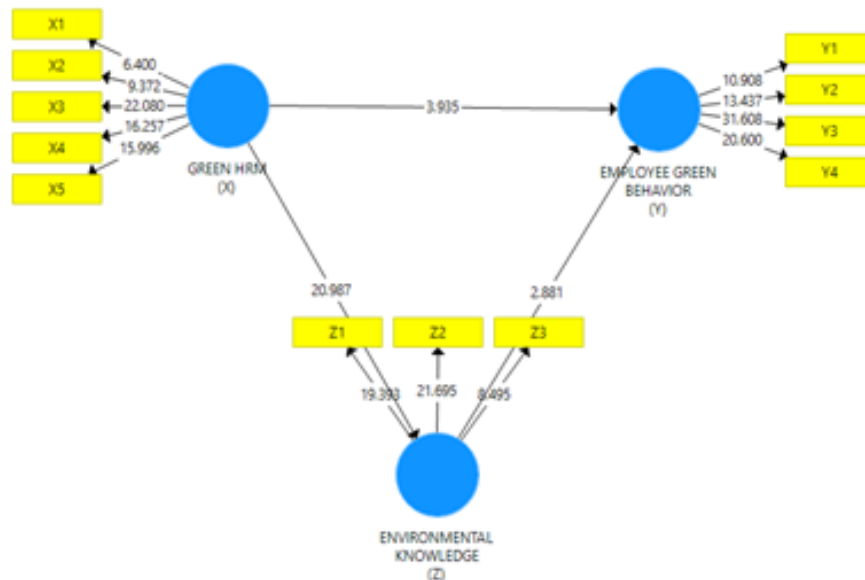


Figure 4. Bootstrapping/Statistical Test for Relationship Between Constructs

R – Square (R²)

The research findings indicate that the R-Square value for Employee Green Behavior (EGB) is 0.729, categorizing it as 'good.' This suggests that 72.9% of the variance in Employee Green Behavior can be elucidated by the Green Human Resources Management (GHRM) and Environmental Knowledge constructs within the research. The remaining factors influencing EGB lie outside the confines of the research model. Additionally, the R-Square value for Environmental Knowledge is 0.739, falling within the 'good' category. This signifies that 73.9% of the variance in Environmental Knowledge can be accounted for by the Green HRM construct in the research. Similar to EGB, the remaining factors impacting Environmental Knowledge are external to the research model.

Q – Square (Q²)

The findings of the study reveal a Q-Square value of 0.93. Therefore, it can be inferred that the model possesses predictive relevance, indicating that the model is deemed to have predictive value due to its favorable observation value (Q-square > 0).

Table 5. Path Analysis and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Green HRM (X) -> Employee Green Behavior (Y)	0,511	0,529	0,130	3,935	0,000
Green HRM (X) -> Environmental Knowledge (Z)	0,859	0,859	0,041	20,987	0,000
Environmental Knowledge (Z) -> Employee Green Behavior (Y)	0,374	0,344	0,130	2,881	0,004

Source: Research results (2023)

The computations presented in Table 6 can be elucidated as follows:

Green HRM has positively and significantly impacts on Employee Green Behavior, implying that improving Green HRM does significantly increase Employee Green Behavior (EGB) ($\beta = 0.511$; $P \leq 0.05$).

Green HRM has positively and significantly impacts on Environmental Knowledge, implying that improving Green HRM does significantly increase Environmental Knowledge ($\beta = 0.859$; $P \leq 0.05$).

EK. has positively and significantly impacts on Employee Green Behavior (EGB), implying that improving Environmental Knowledge does significantly increase Employee Green Behavior (EGB) ($\beta = 0.374$; $P \leq 0.05$).

Table 7. The Indirect Relationship

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Green HRM (X) -> Environmental Knowledge (Z) -> Employee Green Behavior (Y)</i>	0,322	0,295	0,113	2,838	0,005

Source: Research results (2023)

The computations presented in Table 7 can be elucidated as follows.

EK able to mediates in the connection between Green HRM and Employee Green Behavior (EGB), implying that improving Green HRM does significantly increase Employee Green Behavior (EGB) through Environmental Knowledge as a mediating role. ($\beta = 0.322$; $P \leq 0.05$).

The analysis in this section is expounded upon using the outcomes of the data processing, as outlined in the detailed results of the analysis.

The Effect of Green HRM on Employee Green Behavior

Green HRM has positively and significantly impacts on Employee Green Behavior (EGB). Thus, H_1 is accepted. In this case, it means that the higher level of support or implementation of Green HRM, so that Employee Green Behavior also higher significantly at The Haven Bali Seminyak. One of the TPB factors related to this is subjective norms. Subjective norms reflect the social influence and pressure felt by employees from other people in the organization or from their social environment. Employees may be more likely to behave green if they perceive positive social pressure and support from their peers. Apart from that, the results of this research are also in line with research conducted by [Karmoker et al. \(2021\)](#), [Aboramadan \(2022\)](#), [Veeratomy et al. \(2023\)](#), and [Uslu et al. \(2023\)](#) indicating a positive impact of the Green HRM on Employee Green Behavior (EGB).

The Effect of Green HRM on Environmental Knowledge

Green HRM has positively and significantly impacts on EK. Thus, H_2 is accepted. In this case, it means that the higher the level of support or implementation of Green HRM, the higher the Environmental Knowledge that employees have regarding the environment and sustainable practices at The Haven Bali Seminyak. If linked to the Tri Hita Karana concept, this reflects "Pawongan", namely the harmonious balance between humans and fellow humans. Green HRM plays an important role in promoting environmental awareness among employees. This includes providing education and training on sustainable practices and

policies that support environmental friendliness so as to increase employee knowledge and encourage their awareness of the importance of sustainable actions in the work environment and in everyday life.

The Effect of Environmental Knowledge on Employee Green Behavior (EGB)

Environmental Knowledge has positively and significantly impacts on Employee Green Behavior (EGB). Thus, H3 is accepted. In this case, it means that the higher the environmental knowledge that employees have, the more environmentally friendly employees (Employee Green Behavior) will behave at The Haven Bali Seminyak. This includes reflecting "Pawongan" and "Palemahan" in Tri Hita Karana. To achieve this balance, employees need to have good knowledge of the environment. In other words, environmental knowledge is an important foundation for understanding the values of Tri Hita Karana so that it can motivate employees to adopt environmentally friendly behavior. Based on the explanation of the TPB theory, one of the factors related to this is Perceived Behavioral Control.

The Effect of Green HRM on Employee Green Behavior (EGB) Through Environmental Knowledge

Green HRM exerts has positively and significantly impacts on Employee Green Behavior (EGB), indirectly mediated through EK, thereby confirming the acceptance of H₄. This suggests that a higher implementation of Green HRM correlates with elevated environmentally friendly behavior among employees (Employee Green Behavior). This relationship is indirectly reinforced by the environmental knowledge possessed by employees at The Haven Bali Seminyak. In the context of Tri Hita Karana, Green HRM reflects the company's commitment to fostering a harmonious relationship between God, humans, and nature through sustainable practices. When individuals possess environmental knowledge and a sense of responsibility, they are more inclined to engage in environmentally friendly behavior as a manifestation of respect for God's creation. Moreover, employees with a comprehensive understanding of the environmental impact of their actions are more likely to share this knowledge with colleagues, promoting collective green initiatives. Additionally, a solid knowledge base aids employees in comprehending the significance of maintaining balance with nature, aligning with the Tri Hita Karana principles of 'Palemahan,' 'Pawongan,' and 'Parhyangan'.

Conclusion

The research findings, as analyzed and discussed, lead to the following conclusions:

Green HRM exhibits positively and significantly impacts on Employee Green Behavior (EGB). The evidence suggests that a heightened level of support or implementation of GHRM corresponds to a significantly increased level of Employee Green Behavior (EGB).

Green HRM demonstrates positively and significantly impacts on EK. The findings indicate that a greater level of support or implementation of Green HRM is associated with a substantial increase in EK.

EK exhibits positively and significantly impacts on Employee Green Behavior (EGB). The data suggests that an elevated level of Environmental Knowledge corresponds to a significantly higher level of Employee Green Behavior (EGB).

Green HRM has positively and significantly impacts on Employee Green Behavior (EGB) through EK. This is substantiated by the observation that a higher level of GHRM implementation leads to a greater likelihood of employees engaging in environmentally behavior and this relationship is further reinforced by the environmental knowledge possessed by employees.

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