The Practice Of Green Reward And Compensation On Environmental Performance At Royal Kamuela Villas & Suites At Monkey Forest, Ubud

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Abstract: This research focuses on the practice of Green Reward and Compensation as one of the factors of Green Human Resources Management on Environmental Performance at Royal Kamuela Villas and Suites at Monkey Forest Ubud. This study aimed to determine whether the practice of Green Reward and Compensation has an influence on Environmental Performance at Royal Kamuela Villas & Suites at Monkey Forest Ubud and to find out how much influence the practice of Green Reward and Compensation has on environmental performance at Royal Kamuela Villas and Suites at Monkey Forest Ubud. The method of data collection in this research was done by literature study, interviews, questionnaires and observations. Determination of the sample in this study using a total sample or case study with a total of 45 respondents. Data collection using a questionnaire distributed offline to all employees at Royal Kamuela Villas & Suites at Monkey Forest Ubud. The results of the questionnaire were processed with IBM SPSS 25 software for windows. The data analysis technique uses test instruments such as validity and reliability tests, correlation analysis, classical assumption tests, multiple regression analysis, t tests, f-test and the coefficient of determination. The results showed that the practice of Green Rewards and Compensation had a positive simultaneously and significant influence on Employee Performance which can be obtained from the result of simple linear regression and t-test and the magnitude of the effect was obtained from the coefficient determination is 87.4 percent where the other 12.6 percent was influenced by factors not examined by the researcher like in Green Human Resources Management there are Green Recruitment and Selection, Green Training and Development, and Green Performance Appraisal. This research is useful for Royal Kamuela Villas & Suites at Monkey Forest Ubud to continue to pay attention and develop environmental performance and by providing Green Rewards and Compensation can motivate employees to pay more attention to the environment.

Keywords: Environmental Performance, Green Human Resources Management, Green Reward and Compensation

Introduction

Human resources are the main actors in the tourism sector who need to understand environmental management to increase business productivity and sustainability. Green Human Resources Management (GHRM) is one of the tools used to manage the workforce in the tourism sector by involving elements of environmental sustainability. GHRM is an innovative approach to the performance and function of Human Resources in an organization, where the environmental context is the basis of all initiatives undertaken. GHRM is expressed as the involvement of all activities in developing, implementing, and maintaining a sustainable system to make the organization's employees friendly with the environment (Owino, 2016). Another definition was also submitted by Opatha & Arulrajah (2014) Green Human Resource Management refers to policies, practices, and systems which make the employees of the organization go green for the benefit of the individual, society, the natural environment, and business. Green Human Resource Management is divided into several factors: Green Recruitment and Selection, Green Training and Development, Green Performance Assessment, and Green Reward and Compensation (Isrososiawan et al., 2020).

This research will focus on Green Rewards and Compensation. Green reward and compensation are other factors of green human resources management. In the context of Green Human Resources Management, rewards and compensation can be assumed as potential tools for supporting environmental activities in organizations. The Human Resource Department at Royal Kamuela Villas & Suites cares about its employees, employees are not only seen as assets but as colleagues, this can be seen by giving rewards. There are some Reward and Compensation at Royal Kamuela Villas & Suites at Monkey Forest, Ubud as table 1. The last award was given in 2018. The following year it was adjusted to the HR budget plan and hotel income due to the Covid-19 pandemic. By providing green

rewards and compensation, employees will be more enthusiastic and care more about the environment, so that all employees will compete to improve their environmental performance.

Table 1. Green Reward and Compensation Name List

No	Reward and Compensation Name
1.	Employee High Performance.
2.	Annual outing activities.
3.	Best Employee of the year.
4.	Gift for an employee at hotel anniversary.

Source: Royal Kamuela Villas & Suites (2022)

Environmental Performance is how the company takes part in preserving the environment. There is no data about the environmental performance at Royal Kamuela Villas & Suites at Monkey Forest, Ubud but at this time, the environmental performance that occurs in research companies has not been maximally implemented while Royal Kamuela Villas and Suites at Monkey Forest Ubud is very concerned with the environment because it is closed to the forest as one of the supporters in selling their hotel and also in their village which near from the hotel very concern with the environment and there is a community called Rumah Kompos Desa Adat Padangtegal. Where environmental performance will refer to the hotel's environmental results from environmental activities it implements to reduce negative effects on the environment. Therefore, departing from this background, the writer raises the research title "The practice of Green Reward and Compensation on Environmental Performance".

Method

The research Object is a variable or what is the point of attention of a study, while the research subject is a place where the variable is attached. The object of this research is the practice of green rewards and compensation for environmental performance in Royal Kamuela Villas & Suites at Monkey Forest Ubud. A research variable is an attribute or value of a person, object, or activity that has a certain variation determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2015). In this study, the research variables consist of the independent variable and the dependent variable. The independent variable (Independent) is a variable that affects or is the cause of the change or the emergence of the dependent variable (Sugiyono, 2015). The Independent variable in this research is the Green Reward and Compensation, meanwhile the dependent variable in this research is environmental performance (Y). The population is a generalization area consisting of on/subjects that have the quantity and characteristics set by the researcher to be studied and then drawn conclusions (Sugiyono, 2015). Therefore, in this research, the population is all employees of Royal Kamuela Villas & Suites Monkey Forest Ubud totaling 45 people. Because the population is below 100 only numbered 45 people then the entire population was used as saturated sampling. In this research also use the primary data obtained from the results of distributing questionnaires as well as secondary data is presented in the form of employee data and owned by Royal Kamuela Villas & Suites Monkey Forest Ubud. To gather the data researcher use literature study, interview method and questioner.

Result and Discussion

The Practice of Green Reward and Compensation affect Environmental Performance at Royal Kamuela Villas & Suites at Monkey Forest, Ubud

The practice of Green Reward and Compensation at Royal Kamuela Villas & Suites are not maximally implemented during Covid-19 such as the best employee, employee got appreciation either in the form of giving financial rewards like bonuses of sufficient money to give appreciation for employees who have care with the environment, and there are non-financial rewards in the form of giving awards to employees who have carried out good environmental practices, such as obtaining a certificate that gives satisfaction to the employee for having carried out environmental practices well. Beside that sometime Royal Kamuela Villas & Suites also make an annual outing for their employee to develop their togetherness and as appreciation for their hard works. To answer the formulation of this article problem, various stages of data processing must be carried out, such as: respondent characteristics, research instrument test, classic assumption test, simple regression analysis, T-Test, and coefficient determination.

1. Respondents Characteristics

This section describes data regarding the characteristics of respondents based on criteria such as gender, level of education, length of work and age.

Table 2. Characteristics of Respondents by Gender at Royal Kamuela Villas & Suites at Monkey Forest, Ubud

No	Gender	Total	Percentage (%)
1.	Male	38	84
2.	Female	7	16
	Total	45	100

Source: Data Processing Result (2022)

Can be seen in Table 1 shows that male respondents are more dominant with a total of 38 people 84 percent and 7 women 16 percent of the total number of 45 respondents. This shows that most of the workers at Royal Kamuela Villas & Suites are male because the type of work carried out requires a large amount of energy and to do night shifts.

Table 3. Characteristics of Respondents by Level of Education at Royal Kamuela Villas & Suites at Monkey Forest, Ubud

No	Level of Education	Total	Percentage (%)
1.	Junior High School	3	7
2.	Senior High School	29	64
3.	Diploma	10	22
4.	Bachelor	3	7
	Total	45	100

Source: Data Processing Result (2022)

Can be seen in Table 2 it can be seen that the highest level of education SHS (Senior High School) are 29 people 64 percent, JHS (Junior High School) 3 people 7 percent, Diploma 11 people 22 percent, and Bachelor 3 people 7 percent. This shows that Royal Kamuela Villas & Suites prioritizes the workforce and work experience of its employees which greatly influences the performance of its employees.

Table 4. Characteristics of Respondents by Years of Work at Royal Kamuela Villas & Suites at Monkey Forest Ubud

No	Year or Work	Total	Percentage (%)
1.	≤ 1 year	0	0
2.	2 – 5 years	20	44
3.	> 5 years	25	56

Source: Data Processing Result (2022)

In Table 4 it can be seen that the service period > 5 years has a number of the highest is 25 people 56 percent, respondents who have a working period of 2-5 years year has a total of 20 people 44 percent and there are no employees who have a working period of less than 1 year at Royal Kamuela Villas & Suites at Monkey Forest, Ubud. This shows that the majority of employees who have worked at Royal Kamuela Villas & Suites range from 2-5 years, this will affect the performance of these employees. The

more experience you get, the better the performance of the employee will be, besides that this also proves the loyalty of the employees at Royal Kamuela Villas & Suites.

Table 5. Characteristics of Respondents by Age at Royal Kamuela Villas & Suites at Monkey Forest, Ubud

No	Year or Work	Total	Percentage (%)
1.	≤ 30 years	21	47
2.	31-40 years	14	31
3.	41-50 years	8	18
5.	>50 years	2	4
	Total	45	100

Source: Data Processing Result (2022)

In Table 5 can be seen Age 30 years as many as 21 people 47 percent, 31- 40 years old have a total of 14 people 31 percent and 41-50 years has a total of 8 people 18 percent, age > 50 years has a total of as many as 2 people 4 percent. It can be seen that most of the employees of Royal Kamuela Villas & Suites are less than 30 years old. This shows that employees at Royal Kamuela Villas & Suites are dominated by people who are energetic, have a strong memory, and have an attractive appearance, which will affect the performance of these employees.

2. Research Instument Test

Before analyzing the data, the questions in the questionnaire that are used to measure the variables to be studied must be tested for validity and reliability tests using IBM SPSS 25, if the instrument is neither valid nor reliable, it will not get good research results.

Table 6. Validity Test

Variable	Instrument	Pearson Correlation	r table	Significance	Description
X1	X1.1	0,901	0,2940	0,000	Valid
	X1.2	0,883	0,2940	0,000	Valid
	X1.3	0,848	0,2940	0,000	Valid
X2	X2.1	0,906	0,2940	0,000	Valid
	X2.2	0,920	0,2940	0,000	Valid
	X2.3	0,863	0,2940	0,000	Valid
X3	X3.1	0,903	0,2940	0,000	Valid
	X3.2	0,908	0,2940	0,000	Valid
	X3.3	0,843	0,2940	0,000	Valid
Y	Y.1	0,894	0,2940	0,000	Valid
	Y.2	0,949	0,2940	0,000	Valid
	Y.3	0,911	0,2940	0,000	Valid

Source: Data Processing Result (2022)

Environmental Performance have pearson correlation value (r-value) is greater or more than r-table, with using the significant level of 5% or 0,05 which the r-table value (df=N-2) is 0,2940. It also shown that all the statements are smaller or below the significant value, which is 0,05 by looking the Sig. (2-tailed). Based on those comparison, it can conclude that the instruments of this research are met the validity test requirement or state valid.

Table 7. Reability Test

Variable	Cronbach's Alpha	Description
X1	0,850	Reliable
X2	0,873	Reliable
X3	0,861	Reliable
Y	0,906	Reliable

Source: Data Processing Result (2022)

Based on the results of the reliability test in Table 7, it shows that each variable has a Cronbach's Alpha value on the Green Reward and Compensation (Staff suggestions in environment management rewarded, Recognition-based rewards in environment management for staff, Financially and non-financially rewarding for employees for good environmental performance) and environmental performance (Y) variables in the study in total which is greater than 0.60. So it can be concluded that the data in this study is reliable and can be continued to be used to conduct research.

3. Correlation Analysis

The correlation test aims to determine the level of closeness of the relationship between variables expressed by the correlation coefficient (r). The results of the correlation analysis of green reward and compensation and environmental performance in this study can be seen in Table 8

Table 8. Correlation Analysis Test

Variable	Correlation Coefficient Value
X1	0,884
X2	0,881
X3	0,920

Source: Data Processing Result (2022)

Based on Table 48. the results of the correlation analysis which obtained the correlation coefficient of X1 of 0.884, X2 of 0.881, and X3 of 0.920. This value is in the interval $0.80 - 1.00$ with a level of relationship that is included in the very strong category. Variable X3 has the largest correlation coefficient value, so it can be concluded that variable X3 has the greatest influence on Y. The next is the Pearson Correlation value of 0.884, 0,881, and 0,920 which is in accordance with the guidelines for the degree of relationship in the correlation if the Pearson Correlation value between 0.81 to 1.00 can be said to be a perfect correlation that can be seen from the guideline of Pearson Correlation.

4. Classic Assumption Test

Classical Assumption Test is used to obtain the certainty of the regression model that has accuracy. Classical assumption test is a test that must be done before using the linear regression model, so in this study using the normality test, linearity test and heteroscedasticity test.

Table 9. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		45
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.19624006
Most Extreme Differences	Absolute	.108
	Positive	.056
	Negative	-.108
Test Statistic		.108
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		

c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: Data Processing Result (2022)

Based on Table 9. it can be seen that the value of Asymp. Sig (2-tailed) of 0.200 and greater than 0.05. From these results it can be concluded that the data has met the requirements of the normality test and the data can be said to be normally distributed
.

Table 10. Linearity Test

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
Unstandardized Residual * Unstandardized Predicted Value	Between Groups	(Combined)	53.797	40	1.345	.587	.832
		Linearity	.000	1	.000	.000	1.000
		Deviation from Linearity	53.797	39	1.379	.602	.821
	Within Groups		9.167	4	2.292		
	Total		62.964	44			

Source: Data Processing Result (2022)

Based on Table 10. the results of the linearity test which obtained a deviation from linearity value of 0.821 > 0.05, so it can be concluded that there is a linear relationship between the independent and dependent variables in this study.

Table 11. Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.147	.332		3.453	.001
	X1	.056	.067	.284	.847	.402
	X2	.035	.063	.187	.559	.579
	X3	-.107	.080	-.577	-1.328	.191

a. Dependent Variable: ABS_RES

Source: Data Processing Result (2022)

Based on Table 11. the results of the heteroscedasticity test which obtained a significance value of X1 of 0.402, X2 of 0.579, and X3 of 0.191 where the value is greater than 0.05, so it can be concluded that there are no symptoms of heteroscedasticity in this study.

Table 12. Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.228	.646		-.353	.726		
	X1	.323	.130	.294	2.491	.017	.206	4.852

X2	.296	.122		.283	2.413	.020	.208 4.815
X3	.415	.156		.406	2.660	.011	.123 8.143

a. Dependent Variable: Y

Source: Data Processing Result (2022)

Based on the Table 12 the multicollinearity test which obtained a tolerance value of all independent variables > 0.10 and VIF < 10, so it was concluded that there was no multicollinearity between the independent variables in this study.

5. Multiple Regression Analysis

Multiple linear regression analysis is used to analyze the influence of Staff suggestions in environment management rewarded (X1), Recognition-based rewards in environment management for staff (X2), Financially and non-financially rewarding for employees for good environmental performance (X3) on Environmental Performance (Y).

Table 13. Multiple Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.228	.646		-.353	.726
	X1	.323	.130	.294	2.491	.017
	X2	.296	.122	.283	2.413	.020
	X3	.415	.156	.406	2.660	.011

a. Dependent Variable: Y

Source: Data Processing Result (2022)

Based on Table 4.12 it can be seen that the results of multiple linear regression analysis that obtain the regression equation, namely:

Y = − 0,228 + 0,323X1 + 0,296X2 + 0,415X3   (1)

Based on the regression equation, the constant value (α) is -0.228, meaning that if all X variables are considered constant (value 0), then the Y variable value is -0.228. The regression coefficient value of X1 is 0.323, meaning that if X1 increases by 1 unit, then the value of Y will also increase by 0.323 units. The regression coefficient value of X2 is 0.296, meaning that X2 increases by 1 unit, then the value of Y will also increase by 0.296 units. The value of the X3 regression coefficient is 0.415, meaning that if X3 increases by 1 unit, then the Y value will also increase by 0.415 units. That means if the Green Reward and Compensation Increases, the Environmental Performance will also increase, vice versa if green reward and compensation decrease, the environmental performance will decrease.

6. T-Test

Table 13. T-Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.228	.646		-.353	.726
	X1	.323	.130	.294	2.491	.017
	X2	.296	.122	.283	2.413	.020
	X3	.415	.156	.406	2.660	.011

a. Dependent Variable: Y

Source: Data Processing Result (2022)

Based on Table 4.12 the results of the t-test which obtained a significance value of X1 of 0.017, X2 of 0.020, and X3 of 0.011. The value is less than 0.05, so it can be concluded that the variables X1, X2, and X3 partially have a positive effect on the Y variable.

7. F-Test

Table 14. F Test

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	473.348	3	157.783	102.743	.000b
	Residual	62.964	41	1.536		
	Total	536.311	44			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X2, X1						

Source: Data Processing Result (2022)

Based on Table 4.13, the calculated F value is 102,743 and the F significance is 0,000 < 0,05, this means that the variables X1, X2, dan X3 simultaneously effect on environmental performance (Y).

8. Multiple Determination Analysis

This determination coefficient analysis serves to show the magnitude of the contribution of the dependent variable. The higher the R2 value, the greater the ability of the independent variables to explain the variation of changes to the dependent variable. The result of coefficient of determination can be seen at the next table:

Table 14. Coefficient of Determination

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939a	.883	.874	1.239
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

Source: Data Processing Result (2022)

That can be seen from Table 14. the results of the coefficient of determination which obtained an adjusted R square (R2) value of 0.874 or 87.4 percent. This shows that the variable Y has been able to be explained by the variable X by 87.4 percent; while the remaining 12.6 percent is explained by other factors outside the research model.

Simpulan/ Conclusion

The practice of Green Reward and Compensation at Royal Kamuela Villas & Suites such as employee got appreciation either in the form of giving financial rewards like bonuses of sufficient money to give appreciation for employees who have care with the environment, and there are non-financial rewards in the form of giving awards to employees who have carried out good environmental practices. The form of environmental performance carried out at Royal Kamuela Villas & Suites is that this company saves electrical energy using automatic lights that turn on and off at a predetermined time, sorting organic and inorganic waste in collaboration with an institution in the village which is named the Rumah Kompos Desa Adat Padangtegal. Besides that, it also recycles waste such as reusable paper, conducts general cleaning once a month. Green Reward and Compensation (Staff suggestions in environment management rewarded, Recognition-based rewards in environment management for staff, Financially and non-financially rewarding for employees for good environmental performance) simultaneously have a positive and significant impact on the environmental performance at Royal Kamuela Villas & Suites at Monkey Forest,

Ubud. This means that increasing green reward and compensation will improve the environmental performance at Royal Kamuela Villas & Suites at Monkey Forest, Ubud.

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