Implementation of Green Human Resources Management on Employee Performance of Taco Casa Seminyak Restaurant

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Abstract: This study aims to analyze the effect of implementing green human resources management (GHRM) on employee performance at Taco Casa Seminyak. This study uses a quantitative approach, where the sample is taken with a saturated sampling technique of 30 respondents. Data collection in this study used the main method in the form of a questionnaire and supporting methods in the form of interviews, observation, and documentation. The data analysis technique used is simple linear regression and its calculations are assisted by SPSS software. The results showed the parameter coefficient value of 0.905 with a significance level of 0.000 which means that GHRM has a positive and significant effect on employee performance with the percentage contribution of GHRM's influence on performance is 78.7%. The implementation of GHRM is carried out by the Taco Casa Seminyak restaurant management in green recruitment and selection, green training and development, green performance management, and green compensation and rewards. All of which have an impact on increasing the accuracy and thoroughness of employees. In addition, employees work more effectively and efficiently, and increase independence. Capacity building by management carried out in an environmentally friendly (physical) recruitment and selection process (using a website), a green restaurant-based employee development roadmap, and the integration of environmental performance elements in employee performance appraisals. This research contributes to strengthening the performance improvement model based on the development of green human resources management, green training and development, green performance management, and green compensation and rewards. All of which have an impact on increasing the accuracy and thoroughness of employees. In addition, employees work more effectively and efficiently, and increase independence. This research contributes to strengthening the performance improvement model based on the development of green human resources management.

Keywords: employee, GHRM, performance , restaurant

Introduction

Restaurant as a commercial business entity can be called a part of the culinary industry but currently on the other hand is generally inseparable from the tourism industry, especially for tourist destinations. In this era called globalization, the development of the culinary business in the form of a restaurant is classified as very fast. Restaurants are currently booming and are becoming a trend-setter in society because eating is no longer considered an activity to fill the stomach for the purpose of human survival but is part of a lifestyle and is included as an inseparable part of tourist activities anywhere. The result is not difficult to find industrial restaurants especially in popular and crowded tourist destinations such as Bali. Taco Casa Seminyak Restaurant as a green restaurant certainly means that its human resource management is in the form of green human resources management (GHRM). GHRM reflects HRM in environmental management, which is on the role of HRM in environmental prevention and control in company operations (Tang et al, 2018). Mampra (2013) conceptualizes GHRM as the use of HRM policies to ensure the sustainable use of organizational resources and encourage an environment that supports increased employee satisfaction. Zoogah (2011) on the other hand describes it as adopting human resource policies, and practices to support the use of organizational resources while preventing the emergence from the organizational environment.

The Taco Casa Seminyak restaurant in the tourist destination of North Kuta which has the image of the beauty of the beach is a Mexican restaurant business company part of the Taco Casa Bali business group that is very concerned about the existence of its human resources. In this regard, one positive point to note about the restaurant, which was established on September 25, 2012 and has a fairly large international clientele, is its seriousness in promoting the sustainable development paradigm in implementing its business continuity and development. Law Number 32 of 2009 concerning Environmental Protection and Management, sustainable

development which in English is often called sustainable development is defined as a conscious and planned effort that combines environmental, social, and economic aspects into development strategies to ensure environmental integrity and safety, capability, welfare, and quality of life of present and future generations. It is not surprising that all efforts related to human resource development in this company are always of the "green" type, which is a term that directly refers to sustainable development. In the world of tourism, sustainable development is generally understood as sustainable tourism or green tourism, while in a smaller scope, namely restaurants, it is called sustainable restaurant or commonly called green restaurant.

Taco Casa Seminyak Restaurant as a green restaurant certainly means that its human re-source management is in the form of green human resources management (GHRM). According to Purnama and Nawangsari (2019), the concept of GHRM emerged along with the increasing awareness of saving the environment from damage. GHRM has various positive impacts on organizations. Therefore, this concept needs to be implemented in human resource management practices in companies (Robbins, 2014). GHRM is a company policy in managing human resources in a sustainable manner by involving environmental aspects to preserve nature in the company's management (Alghamdi, 2021). During the issue of increasing environmental damage due to the pro-duction process, GHRM is needed to minimize these conditions (Mandhare et al, 2020). Related or not with "green", human resources management (HRM) aims to utilize, develop, research human resources (HR) and natural resources so that they can be managed effectively and efficiently (Lakshmi & Battu, 2014). Basically, management is an effort to manage resources to achieve organizational or company goals. As a process to achieve this requires careful planning.

The implementation of GHRM is a form of effort to increase productivity and the company's commitment to maintaining environmental sustainability (Obaid et al, 2015). The implementation of GHRM is also implemented to support the idea of going green because the company is aware that it takes pro-environmental behavior at the individual level or green behavior from all employees to achieve sustainable company performance (Bombiak & Marciniuk-Kluska, 2019).

In general, anything related to sustainable development, sustainable tourism, green tour-ism, and green restaurants is always related to the three dimensions of these discourses. In explaining about green restaurants or in this case GHRM, one must refer to the concept of sustainable development which is very often associated with the well-known triple bottom line (TBL) concept. TBL was first introduced by John Elkington in 1994. In his book, Cannibals with Forks, Elkington describes TBL as economic prosperity, environmental quality, and social justice (Elking-ton, 1998: ix). The concept of the triple bottom line resulting from the sustainable development paradigm is based on the search for a balance between three dimensions: economics, ecology and ethics (Reichel, Oczyp (eds.) 2011:52). Elkington's argument is that companies should prepare three distinct and quite separate bottom lines. One is the traditional measure of a company's profit – the bottom line "profit and loss account". The second is the bottom line "human account" of how an organization is socially responsible during its operations. The third is the bottom line of the company's "planetary account" – corporate responsibility towards the environment (Hindle, 2009). However, in this study, researchers focus more on environmental sustainability because the economy and socio-culture are too broad to be covered in a relatively short period of research activities.

According to Purnama and Nawangsari (2019), the concept of GHRM emerged along with the increasing awareness of saving the environment from damage. GHRM has various positive impacts on organizations. Therefore, this concept needs to be implemented in human resource management practices in companies. GHRM is a company policy in managing human resources in a sustainable manner by involving environmental aspects to preserve nature in the company's management (Shemon et al, 2019). Implementation of green recruitment and selection carried out by Taco Casa Seminyak restaurant management through a digitalization system. From the results of observations, it was found that there were still job seekers who brought job applications in the form of paper. Employee independence has not run optimally according to the expectations and targets set by management, even though there have been ongoing efforts made by the management of Taco Casa Seminyak restaurant to provide green training and development. The green compensation and reward program is intended for employees who carry out the green paradigm with certain conditions in the Key Performance Index (KPI) set by management. This program is expected to be a trigger and motivation for employees to continuously improve their performance related to quality, quantity, effectiveness, timeliness, and independence in work. In practice, this program has not been fully distributed. Therefore, a deeper and serious effort is needed to maintain the sustainability of the Taco Casa Seminyak restaurant business.

Based on the above background, the researchers are interested in conducting research on the implementation of GHRM at the Taco Casa Seminyak restaurant by targeting the employees' performance. The title of this research is Implementation of Green Human Resources Management on Employee Performance at Taco Casa Seminyak Restaurant. In this study, it is hypothesized that the implementation of GRHM has a significant effect on the performance of the employees of the Taco Casa Seminyak restaurant. This research is applied research, where

the re-searcher uses the problem as a framework for researching (Kasim & Bungin, 2020). Researchers conducting this research depart from problems that actually exist in the field (problem-based).

Method

This research was conducted at the Taco Casa Seminyak restaurant, which is located on Jalan Petitenget, No. 02, Umalas Kangin neighborhood, Kerobokan Kelod Village, North Kuta District, Badung Regency, Bali Province. This research was conducted from mid-March 2022 to mid-June 2022. The object of this research is the implementation of green human resources management on the performance of the employees of the Taco Casa restaurant, Seminyak, Bali. The research variable is an attribute or nature or value of a person, object or activity that has a certain variation determined by the researcher to be studied and concluded (Sugiyono, 2018). In this study using 2 variables, namely the independent and dependent variables. According to Creswell (2014) the independent variable (independent) is a variable that affects or becomes the cause of the dependent variable (dependent), and the dependent variable (dependent) is a variable that is influenced or is the result of the existence of independent variables. In this study, the independent variable or the influencing variable (X) is green human resources management (GHRM) while the dependent variable or the affected variable (Y) is the performance of the employees of the Taco Casa Seminyak restaurant.

The measurement of variables in this study uses a five-level scale or a Likert scale, from 1 to 5 and each answer is categorized into five categories. The five are: 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree. The Likert scale in this study was used to measure the implementation of green human resources management at the Taco Casa Seminyak restaurant in the form of conceptual variables.

Result and Discussion

Taco Casa Seminyak Restaurant was founded by I Ketut Purna Wirananta as a branch of the Taco Casa Ubud restaurant which was established on October 8, 2010. Until now, Taco Casa restaurant consists of 3 branches in total in Bali, namely Taca Caso Ubud, Taco Casa Seminyak and Taco Casa Canggu. Taco Casa Seminyak is the second branch among Taco Casa Restaurants in Bali.

Based on the results of interviews with management, shows that at the Taco Casa Seminyak restaurant, green human resource management is carried out in four interconnected ways, namely (1). Green recruitment and selection; (2) Green training and development; (3) Green performance appraisal; and (4). Green compensation and rewards. All four are carried out managerially at the level of the Human Resources Department of this restaurant which is related to management policies at a higher level through the green policy that has been mentioned.

Respondents in this study were top management to lower level employees. The total number of respondents was 30 people, consisting of 1 director of Taco Casa Bali, 1 person for Head of Human Resources Department, 1 person for Operations Manager, 3 supervisors, and 24 staff. The characteristics of the respondents in this study were described from several criteria, namely, gender, age, education, and length of work. Instrument testing in this study was conducted on the independent and dependent variables. The instrument testing uses validity and reliability tests, where the validity test uses the Product Moment correlation approach, while the reliability test uses Cronbach's Alpha. Based on the results of testing the validity of the instrument, it was found that all statement items used were valid because the r-count value of each item was more than 0.361 (r table). According to these results, it can be concluded that all statement items are valid. The reliability test was carried out using the alpha coefficient (α) of Cronbach's alpha. If the value of alpha (α) is greater than 0.60 (α > 0.60) then the questionnaire is declared reliable. However, if the value of alpha (α) is less than 0.60, the questionnaire is declared unreliable. The results of the instrument test show that the alpha (α) value of each variable in this research questionnaire is greater than the minimum limit of 0.60. So that this research questionnaire can be assessed as reliable

The results of the simple linear regression analysis that have been carried out show two important things that must be observed, Firstly, simultaneous significance test and goodness of fit model. The F statistical test basically shows whether all the independent variables referred to in the model have a simultaneous effect on the dependent variable. The test is carried out using a significance level of 0.05 (α = 5%) with a significant value of 0.05, so the hypothesis is accepted. The following are the results of the F test as follows:

Table 1. Result of simultaneous test

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2,622	1	2,622	103,683	0,000[b]
1	Residual	0,708	28	0,025		
	Total	3,330	29			

Table 1 shows a value of 0.000 and less than 0.05 so that this regression model can be used to predict the performance of Taco Casa Seminyak restaurant employees (model fit).

Secondly, individual parameter significance test. Statistical t-test basically shows how far the influence of one independent variable individually in explaining the dependent variable. The test is carried out using a significance level of 0.05 (α = 5%) with a significant value of 0.05, so the hypothesis is accepted. The following are the results of the statistical t test as follows:

Table 2. Result of partial test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	0,457	0,378		1,207	0,237
	GHRM	0,905	0,089	0,887	10,182	0,000

This variable shows the parameter coefficient value of 0.905 with a significance level of 0.000 (smaller than alpha 0.05). This means that the GHRM variable has a significant effect on the performance variable so that it can be stated that the GHRM hypothesis has a positive and significant effect on the performance of the employees of the Taco Casa Seminyak restaurant.

The implementation of Green human resources management (GHRM) at the Taco Casa Seminyak restaurant is based on the green policy of the parent company, namely Taco Casa Bali, to manage human resources in all properties. owned, including the restaurant Taco Casa Seminyak, on a sustainable basis. The result is that, amid increasing global issues of environmental damage, it is evident that the management of green human resources at Taco Casa Seminyak restaurant has been implemented to minimize the damage conditions referred to. This means that the green policy of Taco Casa Bali which is then practiced at the Taco Casa Seminyak restaurant is relevant to existing global needs.

Taco Casa Seminyak restaurant has long implemented a green policy for all companies under its business banner. This policy is related to the global need for the importance of green living not only in the restaurant business but in all business life and even in all human life.

Taco Casa Seminyak restaurant management statement indicates that the green policy in question must be practiced thoroughly and comprehensively at Taco Casa Seminyak restaurants. In a sense, the policy is carried out from the beginning of the production process to the end and continues to rotate and cycle. That's why, at all properties, including at Taco Casa Seminyak restaurant, GHRM became the key to implementing the green. Restaurants that are not green will be abandoned by the market because the market is getting more and more green awareness.

The results of the study statistically showed that GHRM had a positive effect on the performance of the employees of the Taco Casa Seminyak restaurant. This is indicated by the performance of employees based on the implementation of GHRM at the Taco Casa Seminyak restaurant in each dimension.

The implementation of GHRM (green human resources management) at the Taco Casa Seminyak restaurant is carried out in several ways, namely conducting green recruitment and selection, green training and development, green performance management, and green compensation and rewards. Green recruitment and selection by Taco Casa Seminyak restaurant management is a management activity in developing an environmentally friendly recruitment and selection system. Activities in green recruitment and selection by Taco Casa Seminyak restaurant management were carried out by asking the knowledge and awareness of prospective employees about the importance of environmental conservation; carry out the (physical) recruitment and selection process in an environmentally friendly manner, using the website; create recruitment and selection criteria based on the green paradigm; asking for the commitment of prospective employees to run the green restaurant concept. The implementation of GHRM is also carried out by providing training and green development carried out by Taco Casa Seminyak restaurant management which is about understanding prevention, handling, and how to reduce company waste to employees who are considered less green so they can think, say, and act green in carrying out their duties.

Meanwhile, the implementation of GHRM (green human resources management) in green performance management is carried out by providing feedback, accountability, and documentation of employee performance in a systematic manner so as to encourage employees to improve performance and channel employee talents to achieve organizational goals in an efficient manner. better. In the field, Taco Casa Seminyak restaurant management integrates environmental performance elements in employee performance appraisals and evaluates/measures environmental performance for each employee. Environmentally oriented operational processes can optimize the level of use of organizational resources (manpower, money, technology, and raw materials) and increase the results of each unit in the use of resources, such as the use of leisure time. In providing services to customers, Taco Casa Seminyak restaurant employees are judged on how they use their free time. to have conversations with customers about the quality of service with a green restaurant nuance, about environmentally friendly products, and the use of online menus in restaurants. The assessment criteria are also seen from friendliness when having conversations, knowledge and skills in English and Indonesian

Implementation of GHRM (green human resources management) with green compensation and rewards by the Taco Casa Seminyak restaurant management by providing and increasing special compensation for employees who can preserve the environment, both materially and in other forms. The restaurant can be said to have used green compensation and rewards if the staff has understood and implemented the green concept itself. This compensation increases employee motivation which leads to increased employee performance. The awards given by Taco Casa Seminyak restaurant management encourage employees in the form of certificates of appreciation or awards in the form of dining vouchers at restaurants with green characteristics.

The implementation of GHRM (green human resources management) on employee performance in the work quality sub-variable gives birth to employees who work carefully and thoroughly. The accuracy and thoroughness of employees can be seen when the waitress serves drinks to guests appropriately and uses paper straws; accuracy and thoroughness in measuring food and beverage ingredients so that nothing is wasted; waiters and waitresses always confirm food portions to guests when order taking to anticipate the emergence of leftovers due to excess orders, always advise guests to take home leftovers consumed at Taco Casa Seminyak restaurant.

The positive influence of the implementation of GHRM (green human resources management) on employee performance in the sub-variable of work quantity gives birth to employees who work more effectively and efficiently according to the responsibilities and standards set. This certainly provides high efficiency for the company's operations. In addition, the selected employees will carry out the work correctly and on time so that work efficiency is created optimally. This is operationally demonstrated by the Taco Casa Seminyak restaurant by the suitability of work targets such as being able to prepare food and drinks according to a specified grace period, such as when food orders occur simultaneously, it is targeted to complete within 10 minutes, while orders are not made simultaneously, targeted for completion within 8 minutes and this target has been achieved according to the SOP.

The positive effect of the implementation of GHRM (green human resources management) on employee performance on the sub-variables of timeliness and effectiveness. GHRM implementation plays a role in influencing employees to come to work on time and complete tasks according to the given time target. This is evidenced by the monitoring of the presence of employees at the Taco Casa Seminyak restaurant and performance reports through an integrated and environmentally friendly application system (Management Performance List abbreviated as MPL) and monitored in the HR department. Reports recorded in the application system are used as instruments to measure the effectiveness of employee performance, for example, the number of employees who provide services to customers is adjusted from time to time so that employee performance is more effective. Effectiveness is also reflected in the use of free time by employees in socializing about green restaurants, the use of environmentally friendly products and medicinal plants.

The positive influence of the implementation of GHRM (green human resources management) on the performance of the employees of the Taco Casa Seminyak restaurant is shown by the initiative from the employees in carrying out actions as a form of employee independence. Employee performance independence It can be seen from the employee's initiative in handling guest complaints according to the type and stages of complaints, compiling estimates of food and beverage needs based on previous sales results, handling certain events, weekends and holiday seasons. In addition, the independence of the performance of Taco Casa Seminyak restaurant employees can also be seen when there is damage to equipment and lack of materials, so employees can make purchase orders for approval by superiors and for immediate repair.

The implementation of GHRM (green human resources management) through the use of the MPL application has provided an opportunity for Taco Casa Seminyak restaurant employees to conduct an independent assessment of their performance. In each account, the self-assessment process can be seen from attendance, daily performance reports, additional work reports, and assignments from superiors. To determine the ability of individual employees to complete the tasks contained in the job description or additional tasks caused by

emergency and restaurant operations, such as during a pandemic, a waiter can perform additional tasks as a bartender or delivery person. These additional assignments are given incidentally as needed.

The positive impact of implementing green human resource management on the work environment is the growing awareness of employees about environmental sustainability and focusing more on personal hygiene and environmental hygiene related to waste management and how to take care of the company's environment to be greener. In addition, there is a positive influence on the implementation of green management on restaurant companies which has an impact on in-creasing sales. The employees of the Taco Casa Seminyak restaurant seem to really like this work pattern because this GHRM has a positive effect on themselves, on the environment as well so that it is greener. Employees become more aware of the importance of environmental preservation and focus more on environmental sustainability.

With the implementation of GHRM at the Taco Casa Seminyak restaurant, employees be-come more aware and care about the green restaurant. Another very significant effect is seen in improving employee skills in implementing GHRM operationally, including the ability of employees at Taco Casa Seminyak to use green concept. A real example is doing attendance and work re-ports through an integrated application. This is clear evidence of the significance of the effect of GHRM implementation on employee performance at Taco Casa Seminyak restaurant.

Conclusion

The results of data analysis using a simple regression analysis method on the performance of employees of the Taco Casa Seminyak restaurant can be concluded that the implementation of the GHRM (green human resources management) policy at the Taco Casa Seminyak restaurant is very good for the company and the environment. The company also has SOPs that breathe GHRM. Some evidence that this restaurant company has implemented GHRM (green human resources management). GHRM has a positive and significant effect on the performance of Taco Casa Seminyak restaurant employees with a parameter coefficient value of 0.905 with a significance level of 0.000 (smaller than alpha 0.05). The R^2 obtained is 0.787 or (78.7%). This shows that the percentage of GHRM's influence on employee performance is 78.7%. In other words, the employee performance variable can be explained or influenced by the GHRM variable of 78.7%, while the remaining 21.3% is explained or influenced by other variables not examined. From this conclusion, it can be suggested that Taco Casa Seminyak restaurant needs to develop a more massive and structured pattern of activities based on GHRM. Further research related to GHRM in a more comprehensive manner was conducted to determine other variables that could affect employee performance.

Acknowledgment

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