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19 A new decade for social changes 9 772668 779000 ISSN 2668-7798
www.techniumscience.com Vol. 23, 2021

Building Green Hotel Image Through Employee's Green Behaviour in Five Star Hotel in Bali I Ketut Astawa Tourism Department, Politeknik Negeri Bali, Badung, Bali, Indonesia ketutastawa@pnb.ac.id I Ketut Budarma Tourism Department, Politeknik Negeri Bali, Badung, Bali, Indonesia Cokorda Istri Sri Widhari Tourism Department, Politeknik Negeri Bali, Badung, Bali, Indonesia Anak Agung Putri Suardani Accounting Department, Politeknik Negeri Bali, Badung, Bali, Indonesia Abstract. This study investigates the effect of hotel employees' green awareness, knowledge, and skill on their intention to implement green practices 17 in a 5-star hotel in Bali. The study is guided by the hotels' green ability model with data collected through a survey from 82 hotel operational staff, supervisors, middle and top managers of 5-star hotels in Bali. Furthermore, the research hypothesis of the data obtained was analyzed using SEM-PLS 3.3.3. The result showed that employees' environmental knowledge and awareness contribute significantly to their intention to implement green practices, while their green skill is weakly influenced. Additionally, employees' intention to implement green practices positively affects green hotel image. Therefore, this research also discussed the theoretical and practical implications. 17

Keywords. Green hotel, Green awareness, Green knowledge, Green skill, Green hotel image 1. Introduction The hotel industry has neglected the importance of protecting its environment for economic gain. Employees are a significant part of the successful execution of hotel operations. Therefore, the management needs to improve employees' environmental awareness, knowledge, and concern to meet the challenges of implementing green practices [1]. To simultaneously advance economic profits and environmentalist trends, hotels are encouraged to implement green innovation. Besides, incorporating green innovation and environmental protection into product design and packaging differentiates the product and value [2]. This not only boosts company profits rather it also reduces environmental damage. According to Hon and Chan [3], hotel

employees refuse to comply with environmentally friendly practices due to various reasons and uncertainties, which are regarded as one of the major barriers [4]. As a result, the motivations behind employees' dedication to environmentally 528Technium Social Sciences Journal Vol. 23, 528-539, September, 2021 ISSN: 2668-7798 www.techniumscience.com

friendly practices are being investigated. In addition, understanding the role of employees in developing a green hotel image is part of the puzzle in completely understanding the outcomes of these practices. This study investigates the causal relationship between employees' intention to implement green practices and their contribution towards green hotel image. Specifically, the objectives of this study are (1) to investigate the manner employees' green awareness, knowledge, and skills affect their intention to implement green practices, as well as (2) to analyze the way and manner their intention contributes to green hotel image. 2. Literature Review 2.1 Green Hotel in Indonesia This is described as the capability of a hotel to create a good environment and encourage its staff and customers to participate in green practices. It is also necessary to pay attention to every operational activity to reduce environmental impact [5]. Green hotel also involves the constructive conservation of water and energy and the reduction of solid waste to preserve the environment [6]. ASEAN Standard [7] defined Green Hotel as an establishment to promote a friendly environment and energy conservation. Meanwhile, the main management consists of engineering, housekeeping, front office, and facilities department. In an Indonesian setting, the building, which is also a public facility, needs to obey the government's code rules and regulations relating to environmental protection. Therefore, any hotel that is unable to fulfill the administrative requirements automatically does not meet the Green Hotel criteria. The ASEAN Standard implements these criteria, including the conditions for achieving these requirements. A hotel is presumed to be Green when it meets certain criteria, including environmentally-friendly site management, the appropriate use of raw materials, absorption of local content, and conservation of energy.

Furthermore, it includes the conservation of water and air quality (indoor and outdoor), green team policies and organization, building of space, as well as the management of solid waste. In addition, other criteria are the management of land around buildings, control of noise pollution, storage of chemical materials, collaboration with local communities and organizations, and the development of human resource capacity. Sinangjoyo [8] stated that many business tours, conventions, and travelers prefer sustainable and eco-friendly destinations and attractions. There is even a wave of suggestions from various government parastatals around the world that mandates their employees to either stay or hold meetings and conventions in a green hotel [9]. Surely sooner or later, the world is bound to prefer the development and management of a sustainable hotel. This trend is also expected to affect the tourism and hospitality industry in Indonesia. The government through the Ministry of Tourism has issued a Guidebook and Guidelines for the Implementation of Green Hotels in Indonesia [10]. Besides, the support offered to entrepreneurs and managers that have applied the environmentally friendly principles is exhibited by organizing a conference which serves as a pass to join and be nominated in ASEAN Green Hotel Awards. Meanwhile, in Bali, this approach is carried out by adopting the local wisdom and values of Tri Hita Karana's people, which involves the need to develop a harmonious relationship with nature and God. Furthermore, competing in the global markets increasingly requires products that are both innovative and environmentally friendly [11] [12] [13]. These important factors have encouraged the implementation of business practices that minimizes environmental damage [14]. Building a culture that involves realizing an environmentally friendly hotel is two-way communication between the staff, managers, residents, and stakeholders. However, cooperation 529Technium Social Sciences Journal Vol. 23, 528-539, September, 2021 ISSN: 2668-7798 www.techniumscience.com

is required at all levels, and this has a major impact on the set-out objectives, namely managing hotel facilities and sustaining its competitive ability in accordance with the developing market trends. The main aim of green hotels is to reduce environmental

impact and energy consumption while providing products and services to customers. Therefore, it is defined as a program aimed to conserve water and energy, reduce waste and environmental impact through the participation of staff and customers. 2.2 Hotel employees' intention to implement green practices Preliminary studies have suggested adopting a more environmentally friendly business in the hotel industry [15]. This recommendation is based on the fact that numerous consumers tend to accept the opinion of using environmentally friendly products and services in this context [16]. Chan [17] reported several pressing issues including lack of green skills or knowledge, facilities, cost increase, and uncertain outcome. Consequently, the adoption of green practices often entails additional work for its employees [18]. Moreover, they need to be properly trained to cope with greening [19]. Training is often perceived as an inconvenience by the employees. Furthermore, green products also introduce a certain inconvenience to the customers, such as the inability of employees to deliver excellent services that meet guest satisfaction [1]. Employees have the right to question the management's real motive for going green. Besides, lack of understanding tends to affect their performances [1]. It is, therefore, essential for management to provide employees with sufficient information regarding their role and contributions in a hotel's greening process. Renwick [19] stated that an understanding of environmentally friendly human resource management practices influences employees' motivation to engage in these activities. Organizational efforts such as developing various green human resource practices and providing employees with the opportunities to engage in environmental management (EM) motivate the workers. 2.3 Hotel image in relation to employees' green practices As the green movement becomes more prevalent, the consumer buying behavior eventually changes, and they tend to accept environmentally friendly products [20] [21]. Presently, the number of environmentally conscious consumers has grown, and customers are aware of the immediate and significant impact of their purchasing behavior on the environment. Conversely, certain factors are considered when making purchases to contribute to the global environment. More consumers are willing to buy environmentally friendly products

irrespective of whether they are expensive [20]. Furthermore, assuming a customer has no previous experience buying a product, the trust confidence need not be based on the initial purchase stage. Therefore, perceptions of product quality influence customers' purchasing decisions [22] (Lowry, Vance, Moody, Beckman, & Read, 2008). Furthermore, brand confidence plays a key role in brand commitment and loyalty [23]. The increasing number of market laws and pressures has raised organizations and managers' awareness of environmental practices [24] [25]. In accordance with the research carried out by Deng and Burnett [26], the hotel industry faces increasing pressure to pay more attention to environmental issues. Most hotel chains have corporate policies while the individual properties and employees are provided with guidelines to develop and implement environmental initiatives. Investigating the attitudes and behaviors of employees towards environmentally established programs is an important aspect of influencing hotel's decisions to effectively and efficiently implement such activities. Preliminary studies stated that high employee turnover is a major concern for hotel practitioners [27]. Brown [28] reported that the general managers' concern of staff turnover rate was higher in hotels that established environmental policies. Chan and Hawkins [29] stated that 530Technium Social Sciences Journal Vol. 23, 528-539, September, 2021 ISSN: 2668-7798 www.techniumscience.com

some employees are reluctant to implement green practices because they are suspicious of the management's actuals motive behind these measures. This is important in the hotel industry in which average employee turnover rates are traditionally high [30] [31]. Therefore, examining the factors that affect employees' intentions towards green hotel practices is essentially relevant to contemporary business operations. Based on T. H. Lee [32], image is widely regarded as an important part of tourist decisions. Kotler and Gertner [33] stated that it impacts the decision-making process and consumer purchasing behavior [34]. Likewise, tourists tend to visit a particular destination when they have a positive perception or impression about the area [30]. Similarly, when there is a high perception of

an eco-friendly hotel image, it is likely to be chosen as a place to lodge. In accordance with the marketing theory, employees are treated as internal customers [33]. Additionally, paradigms with key functions, such as internal communication and training, influence employees, thereby leading to better outcomes, especially in the hospitality sector [33] [35]. Informing, educating, developing, and motivating the key members of the internal market, is extremely important in increasing employee job satisfaction [36], reducing turnover [37], and consequently strengthening their loyalty [38]. 3. Conceptual Framework of the Study and Hypotheses 3.1 Conceptual Framework of the Study This study is focused on employees' intention to implement green practices, thereby boosting the hotel's green image. Based on previous studies, the model (shown in Figure 1) was proposed to illustrate the causal relationships among employees' green awareness, knowledge, skills, and contributions from their intentions to implement these practices. Figure 1: Conceptual Framework of the Study, adopted from [39] and [1]. 3.2 Hypotheses Hypothesis 1: The employees' green awareness positively affects their intention to implement green practices. Hypothesis 2: The employees' green knowledge positively affects their intention to implement green practices. Hypothesis 3: The employees' green skill positively affects their intention to implement green practices. 531Technium Social Sciences Journal Vol. 23, 528-539, September, 2021 ISSN: 2668-7798 www.techniumscience.com

Hypothesis 4: The employee's intention to implement green practices positively affects green hotel image. 4. Research Methodology The study population includes the operational staff, supervisor, middle and top managers of 5star hotels in Bali. A purposive sampling approach was adopted in this study. Conversely, data was collected through the Recognition Prior Learning (RPL) students and alumni that work in 5-star hotels. Furthermore, 82 responses were completed, besides the model adopted from Chen [39] and [1] served as a theoretical framework. In addition, the PLS-SEM 3.3.3 is a data processing instrument applied for further analysis. The process of data collection involved

observation, interviews, and questionnaires of the selected samples. Constructs relating to employees' intention to implement green practices and hotel image were measured using a 5point Likert scale ranging from strongly disagree. 5. Result and Discussion 5.1 Outer Model (Model Measurement) The validity of the research instrument, namely PLS-SEM, is evident in the loading factor value. This shows the correlation between the indicator and its construct. An indicator is valid when the loading factor value is greater than 0.70 [40]. However, it is still tolerable to approximately 0.50 [41]. Based on the structural model in figure 2, almost all the loading factor values of each variable are greater than 0.70, except for the EGA2 and EGK3 indicators, which are 0.656 and 0.606, respectively. However, because this value is still tolerable, it was concluded that all indicators reflect valid research variables. Figure 2: Structural Model. Source: Output SmartPLS 3.3.3 (2021) Meanwhile, the reliability was carried out in 2 ways, namely the Cronbach's Alpha and Composite Reliability values which are stated as follows. Table 1: Value of Cronbach's Alpha and Composite Reliability 532Technium 1 Social Sciences Journal Vol. 23, 528-539, 2 September, 2021 ISSN: 2668-7798 www.techniumscience.com

Cronbach's Alpha Composite Reliability Employees Green Awareness 0.668 0.813 Employees Green Knowledge 0.719 0.823 Employees Green Skill 0.716 0.876 Green Hotel Image 0.863 0.916 Intention to Implement Green Practices 0.904 0.940 Source: SmartPLS 3.3.3 Output Data Processed (2021) The instrument is presumed to be reliable when the Cronbach's alpha and composite reliability values are > 0.6 and > 0.8, respectively. Based on Table 1, the Cronbach's alpha and composite reliability values of all the research variables are greater than 0.6 and 0.8, respectively. Therefore, the research instrument used to measure the variables is reliable. 5.2 Inner Model Measurement The test carried out on the structural model is aimed to examine the relationship between the latent constructs. There are several other tests, namely R-Square (R2), Effect Size (f Square), and Goodness of Fit (GoF). The following is a more detailed analysis of each inner model test. 5.2.1 R Square (R2) The value of R Square is the coefficient of

determination in the endogenous construct. According to Chin [42], the R square values are 0.67 (strong), 0.33 (moderate) and 0.19 (weak). Table 2: R-Square Value R Square Intention to Implement Green Practices 0.800 Green Hotel Image 0.581 Source: SmartPLS 3.3.3 Output Data Processed (2021) Based on Table 2, the R-Square value for the Intention to Implement Green Practices is 0.800. This means that approximately 80% of the 30 Intention to Implement Green Practices is described by Employees Green Awareness, Employees Green Knowledge, and Employees Green Skill, while the remaining 100% - 80% = 20% is explained by other variables not considered in this study. Meanwhile, the value R-Square on the Green Hotel Image is 0.581. This means that relatively 58.1% of the Green Hotel Image is explained by the Intention to Implement Green Practices, while the remaining 100% - 58.1% = 41.9% is explained by other variables not considered in this study. 5.2.2 Effect Size (f2) In addition, an examination was also carried out regarding the effect of endogenous variables on the exogenous ones, which were obtained based on the effect size (f2) value shown in table 3. Table 3. Value Effect Size (f2) Green Hotel Image Intention to Implement Green Practices Employees Green Awareness 0.208 Employees Green Knowledge 0.436 Employees Green Skill 0.045 533Technium Social Sciences Journal Vol. 23, 528-539, 2 September, 2021 ISSN: 2668-7798 www.techniumscience.com

Intention to Implement Green Practices 1,389 Source: SmartPLS 3.3.3 Output Data Processed (2021) According to Hair et al. [41], the Effect Size criterion states that when the f2 value is 0.02, it is categorized as having a weak influence on the predictor latent variable (exogenous latent variable) at the structural level. On the contrary, when the f2 value is 0.15, it is categorized as having sufficient influence on the predictor latent variable (exogenous latent variable) at the structural level. However, when the f2 value is 0.35, it is categorized as having a strong influence on the predictor latent variable (exogenous latent variable) at the structural level. Based on the data in Table 3, Employees' Green Awareness has sufficient influence on the Intention to Implement Green Practices.

Meanwhile, Employees' Green Knowledge has a strong influence on the Intention to Implement Green Practices. In addition, the Intention to Implement Green Practices has a strong influence on the Green Hotel Image. However, Employees' Green Skill has a weak influence on the Intention to Implement Green Practices. 5.2.3 Goodness of Fit (GoF) In contrast to CB-SEM, the GoF value in SEM-PLS needs to be calculated manually, using the formula proposed by Tenenhaus [43], namely GoF = $\sqrt{AVE} \times R2$. Therefore, the GoF of the Intention to Implement Green Practices was realized as √0,839 × 0,800 = 0,82. Conversely, the GoF of the Green Hotel Image is √0,784 × 0,581 = 0,67. Tenenhaus [42] stated that small, medium and large GoFs are equivalent to 0.1, 0.25, and large 0.38. These results indicate that the GoF values of the Intention to Implement Green Practices and Green Hotel Image are greater than 0.38, which means that the structural model formed meets the goodness of fit criteria. Besides, it also implies that a properly-formed structural model is suitable for field conditions, therefore it is acceptable. 5.3 Hypothesis test There are 2 factors that need to be discussed in testing the hypothesis: the estimate for the path coefficient (original sample O) and t-statistics or p-value, which shows the significant effect of endogenous constructs on the exogenous ones. This also includes which indicators have a major contribution in reflecting or transforming the latent construct. The Path Coefficients were estimated with the Bootstrapping procedure. The results for the estimated Path Coefficient (Original Sample (O), T-Statistics and P-Value of the Total Effect are as follows. Table 4. Estimation of Path Coefficients and T-Statistics Total Effect Original Sample (O) T Statistics (| O / STDEV |) P Values Employees Green Awareness -> Intention to Implement Green Practices 0.362 2,885 0.004 Employees Green Knowledge -> Intention to Implement Green Practices 0.464 3,935 0,000 Employees Green Skill -> Intention to Implement Green Practices 0.150 1,346 0.179 Intention to Implement Green Practices -> Green Hotel Image 0.763 11,321 0,000 Source: SmartPLS 3.3.3 Output Data Processed (2021) 534Technium Social Sciences Journal Vol. 23, 528-539, September, 2021 ISSN: 2668-7798 www.techniumscience.com

Based on the Original Sample O values in Table 4, as well as in Figure 2, the main structural equations are stated as follow Model 1: IIGP=0, 362.EGA+0, 464.EGK+0, 150.EGS+ς1 Model 2: GHI=0,763. IIGP+ς2 where IIGP means the Intention to Implement Green Practices, EGA is Employees' Green Awareness, EGK is Employees' Green Knowledge, EGS is Employees' Green Skill, and GHI is Green Hotel Image, while ς1 and ς2 are error models 1 and 2 respectively. Based on the structural equation for Model 1, the coefficient of the EGA main path (original sample O) to the IIGP is positive at 0.362 units. This means that Employees' Green Awareness has a positive effect on the Intention to Implement Green Practices. Conversely, an increase in Employees' Green Awareness leads to a rise in their Intention to Implement Green Practices. The increase in each unit of Employees' Green Awareness leads to a rise in the Intention to Implement Green Practices by 0.362 units. The t-statistics value of the structural model coefficient of the main pathway (original sample O) EGA to the IIGP is 2.885 > 1.96 (normal Z-score for α = 0.05) while the P-value is 0.004 < 0.05. This means that Employees' Green Awareness has a positive and significant effect on the Intention to Implement Green Practices. Therefore, Hypothesis 1 states that "An employee's green awareness positively affects their intention to implement green practices" is accepted. Based on the structural equation Model 1, the coefficient of the main path (original sample O) EGK to IIGP is positive at 0.464 units. This shows that Employees' Green Knowledge has a positive effect on the Intention to Implement Green Practices. Besides, the higher the Employees' Green Knowledge, the greater their Intention to Implement Green Practices. The increase in each unit of Employees' Green Knowledge increases the Intention to Implement Green Practices by 0.464 units. The t-statistics value of the structural model coefficient of the main pathway (original sample O) EGK to the IIGP is 3,935 > 1.96 (normal Z-score for α = 0.05) 21 and the P-value is 0,000 < 0.05. This means that the Employees' Green Knowledge has a positive and significant effect on the Intention to Implement Green Practices. Therefore, Hypothesis 2 states that "An employee's green knowledge positively affects their intention to implement green practices" is accepted. In accordance with the structural equation Model 1, the coefficient

of the EGS main path (original sample O) to IIGP is positive at 0.150 units. This means that Employees' Green Skill has a positive effect on the Intention to Implement Green Practices. Furthermore, the higher the Employees' Green Skill, the greater their Intention to Implement Green Practices. The increase in each Employees' Green Skill unit increases the Intention to Implement Green Practices by 0.150 units. The t-statistics value of the structural model coefficient of the main pathway (original sample O) EGK to IIGP is 1.346 <1.96 (normal Z-score for α = 0.05) 21 and the P-value is 0.179 > 0.05. This means that Employees' Green Skill has a positive and significant effect on the Intention to Implement Green Practices. Therefore, Hypothesis 3 states that "An employee's green skill positively affects their intention to implement green practices" is accepted, although it has an insignificant effect. In accordance with the structural equation Model 2, the coefficient of the IIGP main path (original sample O) to GHI is positive at 0.763 units. This means that the Intention to Implement Green Practices has a positive effect on the Green Hotel Image. Subsequently, the higher the Intention to Implement Green Practices, the greater the Green Hotel Image. The increase in each unit of the Intention to Implement Green Practices increases the Green Hotel Image by 0.763 units. The t-statistics value of the structural model coefficient of the main pathway (original sample O) IIGP to GHI is 11.321 < 1.96 (normal Z-score for α = 0.05) 21 and the P-value is 0.000 > 0.05. This means that the Intention to Implement Green Practices has a positive and 535Technium 2 Social Sciences Journal Vol. 23, 528-539, September, 2021 ISSN: 2668-7798 www.techniumscience.com

significant effect on the Green Hotel Image. Therefore, Hypothesis 4 states that "An employee's intention to implement green practices positively affects the green hotel image" is accepted. Meanwhile, the error term in the 3 structural models is the degree of inaccuracy realized from the true path coefficient value. 1 This is due to the fallibility of the measurement instrument (for example, an inappropriate Likert scale), data entry, or respondent errors. According to [40], the error term is the difference in respect to the path

coefficient between using data from the population (true value or parameter) and the sample (predicted value or statistics). 6. Conclusion This study is based on 4 objectives. However, the testing of hypotheses H1, H2, H3 and H4, made it possible to understand that employees' green awareness, knowledge, and skill positively affects their intention to implement green practices. Furthermore, the intention to implement green practices contributes to a green hotel image. This study is based on ways to encourage hotel employees to gain new awareness, knowledge, and skills of green operations. In accordance with the findings, employees' environmental knowledge and awareness mostly contribute to their intention to implement green practices. However, an employees' green skill has a weak influence. Therefore, it is important 8 for the management to commit a portion of their resources to train and educate their employees regarding the implementation of green hotel operations. Conversely, improving employees' environmental skill needs to be prioritized over awareness and knowledge. Finally, employees' intention to implement green practices positively affects the green hotel image. Acknowledgment The authors are grateful to (1) DRPM 25 Ministry of Education, Culture, Research, and Technology for funding this study, (2) Director of Politeknik Negeri Bali, and (3), Business Management of the hospitality industry in Bali and respondents that have helped during data collection. References [1] Chan, E. S. W., Hon, A. H. Y., Chan, W., & Okumus, F. (2014). What drives employees' intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour. 6 International Journal of Hospitality Management, 40, 20–28. https://doi.org/10.1016/j.ijhm.2014.03.001. [2] Chen, Y. S., Lai, S. B., & Wen, C. T. (2006). The influence of green innovation performance on corporate advantage in Taiwan. Journal of Business Ethics, 67(4), 331–339. https://doi.org/10.1007/s10551-006-9025-5. [3] Hon, A. H. Y., & Chan, W. W. H. (2013). Team Creative Performance: The Roles of Empowering Leadership, Creative-Related Motivation, and Task Interdependence. Cornell Hospitality Quarterly, 54(2), 199–210. https://doi.org/10.1177/1938965512455859. [4] Yeh, S. S., Ma, T., & Huan, T. C. (2016). Building social entrepreneurship for the hotel industry by

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