

The Effect of Green Human Resource Management Implementation of Employee Loyalty at PT. Trinusa Travelindo-Traveloka Bali Regional

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Abstract: The purpose of this study was to determine the effect of implementing green human resource management on employee loyalty at PT. Trinusa Travelindo - Traveloka Bali area and to find out the obstacles in implementing green human resource management on employee loyalty at PT. Trinusa Travelindo - Traveloka Bali area. This study uses quantitative analysis techniques with linear regression test, t-test, and F-test. The results of the study explain that 1. There is a positive and partially significant effect between the implementation of green human resource management on employee loyalty at PT. Trinusa Travelindo - Traveloka Bali area. The 5W + 1H implementation of green human resource management at Traveloka are (1) Green human resource management implementation that must be carried out the application of digitalization to every aspect of human resources for time efficiency of workers and HRD management; (2) Green human resource management implementation must be done thoroughly because with good implementation, employee loyalty increases; (3) The implementation of green human resource management must be carried out in all Traveloka offices, especially in the Bali office, which incidentally has many teams who are responsible for big hotels in Bali. Other teams must also have a good implementation of green human resource management so that all team members from Traveloka have the same loyalty; (4) Implementation of green human resource management must be done now; (5) The implementation of green human resource management must be carried out by all elements of Traveloka, both shareholders and stakeholders. Harmony within the Traveloka team, and (6) The implementation of green human resource management can be done slowly but must be firm. Obstacles that have occurred based on the results of interviews include the system that sometimes does not calculate the right attendance, and input and output errors that occur in the fingerprint system that makes employees look like alpha or not coming to work.

Keywords: green human resource, employee loyalty, employee management, online travel agent, Bali

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Introduction

Human resources for the company is one of the most important assets because with a reliable workforce, the company will get maximum results. According to Mary (2016), regarding human resources, companies should make human resources one of the focuses of developing the company's strategy. One of the digital technology-based companies engaged in online sales is Traveloka. Traveloka is a company that oversees the booking site www.traveloka.com, which is sheltered by a business entity called PT. Trinusa Travelindo. Consumers can order all types of hotels, airline tickets, train tickets to food in one super app. Based on the opinion of Fallon (2015), how to improve the performance of banking companies. Performance in the banking business will make these employees more competent in carrying out their duties.

Purnama (2020) explained that green human resources management (GHRM) is a company policy in sustainably managing human resources by involving environmental

aspects to preserve nature in company management. Implementing GHRM using the absence management system is expected to make employees feel comfortable while working because every activity related to personnel can be accessed anywhere, anytime, even without having to meet face-to-face with personnel or direct superiors. The issue is that many employees are still late for work, so the attendance score on the human resource system tends to be high. It makes several aspects of the company's performance globally declines due to employees who don't come on time during work. Green Human Resources Management is also applied to support the idea of going green because the company is aware that it takes all employees' pro-environmental behavior at the individual level or green behavior to achieve sustainable company performance (Bombiak & Marciniuk-Kluska, 2019). The phenomenon that occurs is even though from PT. Trinusa Travelindo - Traveloka Indonesia has used GHRM via an absence management system which makes workers more flexible in requesting leave and other personal matters. However, there is still a turnover ratio of employees working at 5% from 2021 out of 37 actively working in the 2021 period. According to Opatha and Arulrajah (2014), GHRM is all activities that involve developing, implementing, and continuously maintaining a system that emphasizes employees in a green organization (all the activities involved in the development, implementation and ongoing maintenance of a system that aims at making employees of an organization green).

Employee turnover can occur due to several different factors. Based on data obtained during (2017) – 2021 at Traveloka in Bali, some employees submitted their resignations due to the lack of leave. Some employees had to resign due to taking care of sick families and being unable to adjust their working hours. Andrews (2013) defines commitment in three senses, including a strength of attitude as well as a decision that is part of the organization, a desire or will to realize high performance as a part that must be grown and developed in the organization, and a belief accepted as a value and goal to be achieved by the organization. Priyono (2010) stated that the general concern and key objective of the human resource organizational units are to seek measurements that can accurately estimate the commitment of its employees and develop programs and activities that increase commitment to the organization. Another factor that made employees submit their resignations was because, at first, PT. Trinusa Travelindo - Traveloka Regional Bali still performs various human resource activities manually, so some employees are absent even though they come to work. This happened because the old system used to convert lateness into absences, which resulted in automatic wage deductions from the head office of PT. Trinusa Travelindo - Traveloka in Jakarta.

According to Almigo (2004), green HRM is a workforce management system applied to sustainably reduce negative impacts on the environment or increase positive environmental impacts on MSME performance. Human Resources Management is the most important aspect of business management through an innovative approach. It can improve the economy, technology, social culture, and the company's environment (Ashita, 2015). This research aims to determine the effect of GHRM on employee loyalty at PT. Trinusa Travelindo - Traveloka Bali area and to find out the obstacles in implementing GHRM on employee loyalty. Moreover, the economy's demands, globalization, domestic diversity, and technology encourage companies to carry out various management developments in corporate human resources (Jackson, 2011).

In addition to the issue of employee turnover due to leave problems, interviews with HRD at Traveloka Regional Bali stated that the problems related to career development were not significant. Some workers who have worked for more than four years with good performance did not get a promotion within the company but got a new job offer with a higher position at a different online travel agent company. It makes the difference in salary from PT. Trinusa Travelindo looks smaller than a new job offer at a different company that makes

employees resign. Based on this, the researcher is interested in discussing “The Effect of Green Human Resource Management Implementation on Employee Loyalty at PT. Trinusa Travelindo - Bali”.

Methodology

The research location was carried out at PT. Trinusa Travelindo – Traveloka. The online travel agent company Traveloka is located at the White House Building, Blok 7, Jl. Dewi Sri No.23, Legian, Kuta, Badung Regency, Bali 80361. The research data was collected at the Human Resources Department. This research was conducted from March 2022 to July 2022. This study uses quantitative descriptive analysis in analyzing the data. Quantitative descriptive analysis is an analysis that uses formulas to analyze the problems found. These formulas were entered into the SPSS V.17 application in this study. Data collection techniques are the methods used by researchers to collect data (Sugiyono, 2017). Data collection techniques in this study used questionnaires, documentation, and observation techniques. In this study, the researchers used the census method by making the entire population a sample as many as 35 respondents.

Results and Discussions

Results

Validity testing is done by calculating the Pearson correlation value. According to Sugiyono (2012), an instrument is said to be valid if the value of r Pearson correlation to the total score is above 0.3. Based on the data, it shows that all statement indicators in the Green accounting variable via the e-billing system (X_1), transaction speed (X_2), and the decision to make a transaction (Y) have a Pearson correlation that is greater than the r -table for 35 respondents, namely 0.3, so all indicators have met the data validity requirements.

Reliability testing shows the extent to which a measuring instrument can be trusted or reliable. This test is carried out on instruments with a Cronbach’s alpha coefficient. If it is greater than 0.60, then the instrument used is reliable. Based on the SPSS result, it shows that all statement indicators in the variable implementation of green human resource management (X) and employee loyalty (Y) have a Cronbach’s Alpha coefficient greater than 0.60. Hence, the statement on the questionnaire is reliable.

Following the results of calculations using the SPSS for windows program, the multiple linear regression equation is obtained as follows:

Table 1. Single linear analysis results

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	4.980	.977		4.098	.000
	X	.537	.535	.660	2.916	.003

Based on table 1 above, the following equation is obtained:

$$Y = a + B_1.X$$

$$Y = 4.98 + (0.537 X)$$

The regression equation can be explained where the meaning of $B_1 = 0.537$ means that if green human resource management implementation increases, employee loyalty will increase by 0.537 points. Based on SPSS data processing, the regression equation $B_1 = 0.537$ means that if GHRM implementation increases, employee loyalty will increase by 0.537 points. Based on interviews with employees, implementing GHRM at least affects how employees carry out attendance activities, work activities, and KPI (Key Performance Index) assessments that are transparent and can be accessed at any time. It makes some employees feel that the performance done so far can be measured objectively because the performance calculation is carried out objectively and has minimal subjective interference.

Discussions

The implementation of GHRM can be done better with several 5W+1H implementations, such as the following:

What

The implementation of GHRM that must be carried out is the application of digitalization to every aspect of human resources for the time efficiency of workers and HRD management. It follows research by Astuti (2018) with the title "Analysis of the Role of Green Human Resources in Increasing Productivity", which has research results that green human resources have a positive effect on increasing company productivity.

Why

The implementation of GHRM must be carried out thoroughly because with good implementation, employee loyalty increases. Increased loyalty can make the company more sustainable in its operational activities and reduce recruitment costs.

Where

The implementation of GHRM must be carried out in all Traveloka offices, especially in the Bali office, which has many teams responsible for big hotels in Bali. Other teams must also implement GHRM well so that all team members from Traveloka have the same loyalty.

When

The implementation of GHRM must be done now and in the future according to the changing times. During the early 2020 Covid-19 period, 100% of Work From Home was carried out, where there may be changes related to human resources at the company in the future.

Who

The implementation of GHRM must be carried out by all elements of Traveloka, both shareholders and stakeholders. It creates a sustainable and harmonious relationship within the Traveloka team itself.

How

Implementing GHRM can be done slowly but must be firm, considering that several aspects related to human resources can affect employee performance. Traveloka management must conduct internal or outbound meetings to implement several items from GHRM.

In particular, this study explains the impact of GHRM practices on employee performance behavior related to organizational task increases.

All types of systems have obstacles in their implementation, including GHRM at PT. Trinusa Travelindo - Traveloka Bali area. Obstacles that have occurred based on the results of interviews are the system sometimes does not calculate the right attendance, there are input and output errors that occur in the fingerprint system that makes employees look like alpha or not coming to work, the application of absences when the work from the home system is not maximized because HRD has to manually calculate attendance via google forms, installation of the system can not be done on mobile phones that require employees to log in via a computer to access the human resource management system.

Conclusions

Based on the study results, it can be concluded as follows: there is a positive and partially significant effect between the implementation of GHRM on employee loyalty at PT. Trinusa Travelindo - Traveloka Bali area. The 5W + 1H implementation of green human resource management at Traveloka is (1) GHRM implementation that must be carried out the application of digitalization to every aspect of human resources for time efficiency of workers and HRD management, (2) GHRM implementation must be done thoroughly because with good implementation, employee loyalty increases. (3) The implementation of GHRM must be carried out in all Traveloka offices, especially in the Bali office, which has many teams responsible for big hotels in Bali. Other teams must also have a good implementation of green human resource management so that all team members from Traveloka have the same loyalty, (4) Implementation of GHRM must be done now and then according to changing times. (5) All elements of Traveloka, both shareholders and stakeholders, must implement GHRM. Harmony within the Traveloka team, and (6) The implementation of GHRM can be done slowly but must be firm.

Obstacles that have occurred based on the results of interviews include the system that sometimes does not calculate the right attendance, input and output errors that occur in the fingerprint system that makes employees look like alpha or not coming to work.

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