

The Impact of Motivation on Environmental Performance Through Pro Environmental Behavior Among Employees of Five-Star Hotels in East Kalimantan

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This study aims to analyze the impact of intrinsic and extrinsic motivation on environmental performance through pro-environmental behavior among employees of five-star hotels in East Kalimantan. The research is motivated by the importance of implementing green human resource management (GHRM) practices to support sustainable development, especially in rapidly developing regions such as the future National Capital (IKN), which emphasizes the concept of a green city. The research object consists of 114 randomly selected employees from five-star hotels in East Kalimantan. The study uses a quantitative approach with survey methods, and data analysis is conducted using Partial Least Square Structural Equation Modeling (PLS-SEM) via the SmartPLS program. The results indicate that intrinsic motivation has a positive and significant effect on environmental performance ($p=0.008$), while extrinsic motivation does not have a significant effect ($p=0.967$). Pro-environmental behavior also has a positive and significant effect on environmental performance ($p=0.000$). The R-square value for environmental performance is 0.441, meaning that 44.1% of the variation in environmental performance can be explained by intrinsic motivation, extrinsic motivation, and pro-environmental behavior. These findings suggest that developing intrinsic motivation and promoting pro-environmental behavior are key strategies for enhancing organizational environmental performance. The discussion highlights the importance of intrinsic motivation in encouraging employee initiative and commitment to pro-environmental practices, while extrinsic motivation needs to be structured more effectively to be impactful. The study recommends that hotel management pay more attention to developing intrinsic motivation through training, recognition, and self-development opportunities, as well as implementing GHRM practices oriented toward environmental sustainability. Future research can expand the research variables and increase the sample size to strengthen the generalization of the findings.

INTRODUCTION

Environmental stability and protection have attracted the attention of all environmentalists and economists around the world. The business industry is a possible cause of climate change and environmental degradation, both directly and

indirectly (Rehman et al., 2021). environmental resource management through participation and adopting environmentally friendly development has become a core rule of business (Ye et al., 2022).

Climate change concerns and environmental sustainability initiatives (Zaidi & Azmi, 2022) have emphasized the need for environmentally friendly practices in workplaces and organizations (Khalid et al., 2022) Organizational entities in the tourism sector, such as hotels, can implement environmentally friendly practices (Chaudhary, 2021) as consumers increasingly prefer eco-friendly hotels that implement green services. This demand is reflected in current projections that estimate the global ecotourism market to be worth 333.8 billion USD by 2027 (Allied Market Research, 2021). A policy for hotels to implement environmentally friendly practices and achieve zero net emissions by 2050 has been stated in the Glasgow Declaration on Climate Action in Tourism (UNWTO, 2021). The Indonesian government through the Ministry of Environment and Forestry (KLHK) in the 'Environment and Sustainable Development' agenda implements environmentally friendly practices (www.menlhk.go.id) including in the tourism sector. The contribution of tourism to Indonesia's gross domestic product (GDP) is 3.83% until September 2023 (www.kemenparekraf.go.id). Successful tourism is always supported by good management of the hospitality industry. The room occupancy rate (TPK) of star hotels in September 2023 reached 53.02%. The TPK of star-rated hotels in East Kalimantan amounted to 60.48%. The increase in occupancy of the hotel was driven by the construction of the Capital City of the Archipelago (IKN) located in East Kalimantan. IKN will prioritize the concept of green city or sustainable city and environmentally friendly development.

The implementation of environmentally friendly practices in the tourism sector, especially hotels, can be said to be successful or not depending on employee involvement and support. Researchers such as (Khalid et al., 2022) highlighted the important role of human resource management (HRM) in ensuring organizational success. HRMRL is identified as a mechanism concerned with recognizing the relationship between actions that affect the environment and the planning, development, implementation, and impact of human resource management systems in organizations (Ren et al., 2018).

Green recruitment and selection, green rewards and compensation, green employee training and development, green employee engagement and green innovation services are the basic practices of GHRM (green human resources management) (Shah & Longsheng, 2020). These practices clearly demonstrate the achievement of the goals of the green industrial system. Embedding and maintaining green behaviors within the company is still an unfulfilled requirement of GHRM practices. Many studies have been conducted and recommendations made for corporate environmental sustainability in improving employee behavior which can be achieved through employee environmental performance (Niazi et al., 2023).

Maintaining employees' green behavior is another important consideration. Environmental concerns are instilled in employees through training and awareness. For companies, working at the highest level, trained and talented workers are an important strength, but environmental performance is also important because companies need to transform every aspect of their operations to be environmentally friendly. The implementation of environmentally friendly behavior has proven to be a very helpful element for the environment (Rehman et al., 2021). The unique green behaviors that employees use to carry out popular task participation are known as task-related green behaviors. Each of those activities that an employee must complete throughout the day may require a different set of green behaviors (Chaudhary, 2021). Type of organization- offering training or setting rules that must be followed for task-related green behaviors (Hooi et al., 2021).

The main objectives of this implementation are: developing employees' green capabilities, motivating employees to comply with green standards, and providing opportunities for employees to implement them (Pham et al., 2020). HRMRL involves various functional issues such as performance management, compensation, and rewards (Shah & Longsheng, 2020). Although scientific investigations into HRMRL have been conducted, HRMRL is still an evolving field due to the differences in knowledge and local indigenous people managing their nature significant knowledge gaps, two of which are identified as motivations for this study.

LITERATURE REVIEW

Social exchange theory is defined as a reciprocal exchange of concrete and intangible changes in incentives or penalties, employee performance, or retention (Shahzad et al., 2023). The foundation of social exchange theory is incentives and penalties. whether it comes from the employee's point of view to give performance, or from the employer's side to the employee (Gill et al., 2023). Employees will feel encouraged and eventually start using their work habits if the manager or employer responds positively to their performance with appreciation or admiration. The performance of employees increases when there is a favorable social exchange among employees and the company owner will also get performance-based employee outcomes (Ye et al., 2022). According to the social exchange hypothesis, if employees believe that the company supports them and provides assistance in professional development, commitment to organizational goals will increase and the employee's relationship with the employer will become stronger. Employee management can be done by combining HR practices with organizational strategy. If an organization aims to achieve green targets, then they should develop their strategies, such as green HRM practices and developing green goals of the organization that will help in developing green organizational strategies. HRM practices include the most important reward factor system, which is also characterized by the intrinsic and extrinsic motivation that the organization has. According to research (Gill et al., 2023), employee performance is affected by the type of motivational rewards given to them.

Intrinsic motivation dominates human behavior when an organization's behavior aims to achieve psychological and emotional stability on the basis of employee needs and help them solve professional problems, also seeks to provide comfort efficiently and effectively to employees, increasing their efficiency and motivation to do work (Shahzad et al., 2023). Intrinsic motivation for employees extrinsic motivation is moral satisfaction and it provides them with emotional satisfaction in return for their efforts, their organization as well as their needs values (Yu, 2022).

Extrinsic motivation involves tangible rewards and workplace rewards. Extrinsic motivation dominates intrinsic rewards by developing employees' environmental behavior, and this fact is also tested and accepted by (Hoang, 2022). such as paying bonuses, getting promotions for achieving targets. Research (Xu, 2022) has discussed the relationship between performance and extrinsic motivation and stated that in the

extrinsic motivation policy of the organization, it has an important role in the development of employee capabilities. Employees will show improved performance, with high authority in jobs where given higher responsibility and employees exchange it by expecting rewards (Gill et al., 2023).

Behavior performed and measured in the context of the described job tasks performed is also referred to as goal-oriented behavior. Behaviors focus on the ability to work towards task completion (Norton et al., 2010). In the workplace environment, behaviors are observed in order to obtain the completion of specified tasks and also which entail expected job outcomes (Yu, 2022). Green behaviors include certain environmentally-based behavioral actions of an employee within that specified job role (Bissing-Olson et al., 2013). Such types of task-related environmentally friendly behaviors can be observed in employees' typing practices and the daily editing of online reports or their printing on canceled paper.

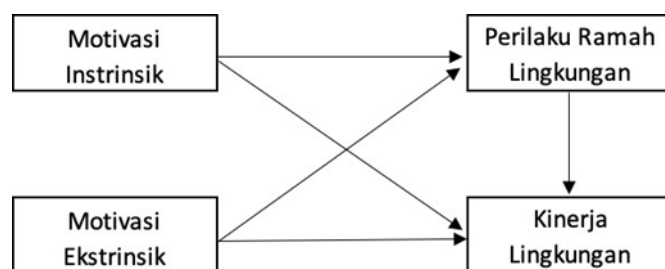


Figure1. Framework of Thought

Based on the framework above, the following hypotheses can be prepared:

H1: Intrinsic motivation affects environmentally friendly behavior

H2: Extrinsic motivation affects environmentally friendly behavior

H3: Intrinsic motivation affects environmental performance

H4: Extrinsic motivation affects environmental performance

H5: Green behavior affects environmental performance

RESEARCH METHOD

Random sampling technique was used and the sample was collected as many as 114 employees of 5-star hotels in East Kalimantan. This questionnaire is organized in two parts;

(1) demographic information section through; age, gender, education, income level, and experience level. In section (2). we collected inferential statistics where questions related to the dependent variables: Employee Environmental Performance, extrinsic motivation and intrinsic motivation, and Mediating Variable: Environmentally Friendly Behavior. To measure the inferential statistics a 5-point Likert scale was used. The operational definitions and indicators

Indicators used are presented in the following table:

Table 1. Operational definition

No.	Variable	Operational Definition	Indicator
1	Environmental Performance (KL)	Environmental performance is the way an organization or individual manages and impacts the surrounding natural environment. This includes implementing measures and strategies to reduce adverse environmental impacts and encourage sustainable practices.	1. Productive 2. Effective 3. Efficient 4. Moral Encouragement (M. U. Liaquat et al., 2021)
2	Environmentally Friendly Behavior (PRL)	Environmentally friendly behavior refers to actions taken without any form of coercion or major external influence. The action is done sincerely and willingly choosing to engage in it, without considering potential external incentives or punishments. Intrinsic motivation is a form of internal motivation that can inspire individuals to take action without the need for a reward.	1. Participation 2. Initiative 3. Proactive (M. U. Liaquat et al., 2021)
3	Intrinsic Motivation (MI)	Extrinsic motivation is a form of motivation that is influenced by external factors rather than internal desires. It involves performing actions in response to external incentives such as rewards.	1. Awards 2. Achievement 3. Self-development (Shahzad et al., 2023)
4	Extrinsic Motivation (ME)		1. Incentives 2. Promotion 3. Opinions and Aspirations 4. Allowances and Bonuses 5. Career Development (Shahzad et al., 2023)

RESULTS AND DISCUSSION

Results

Respondents consisted of 52% men and 48% women and 35% had a high school education and 65% had a bachelor's degree. The results obtained from data processing are presented as follows:

	Environmental Performance	Extrinsic Motivation	Intrinsic Motivation	Environmentally Friendly Behavior	Description
KL1	0,804				Valid
KL2	0,760				Valid
KL3	0,743				Valid
ME1		0,928			Valid
ME2		0,829			Valid
ME3		0,857			Valid
ME4		0,829			Valid
MI1			0,990		Valid
MI2			0,712		Valid
PRL2				0,751	Valid
PRL3				0,877	Valid

Table 2 shows that the outer loading on each indicator in each research variable has a value above

0.7 and more than 0.7. So the outer loading in this study is considered valid.

Table 3. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Description
Environmental Performance	0,592	Valid
Extrinsic Motivation	0,743	Valid
Intrinsic Motivation	0,743	Valid
Environmentally Friendly Behavior	0,666	Valid

A variable indicator is declared to be fulfilled if the average variance extracted (AVE) value is greater than 0.5. The AVE value of each indicator in each construct variable has a value greater than 0.5. This shows that each variable in this study can be said to be valid.

Table 4. Composite Reliability

Variable	Composite Reliability	Description
Environmental Performance	0,813	Reliable
Extinsic Motivation	0,920	Reliable
Intrinsic Motivation	0,849	Reliable
Environmentally Friendly Behavior	0,799	Reliable

From the data in the table above, the composite reliability value of each variable is more than 0.7 so that it shows that the six variables in the study can be said to be reliable or have a high level of reliability.

Table 5. R Square (R^2)

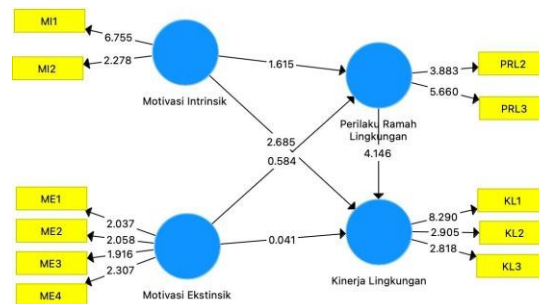
Variable	R square
Environmental Performance	0.441
Environmentally Friendly Behavior	0.047

According to the data in the table above, the R-square value can be seen, this value shows that 44.1% of environmental performance variables are influenced by intrinsic motivation variables, extrinsic motivation and environmentally friendly behavior, while the remaining 55.9% is influenced by other variables outside the study. Then 4.7% of the environmentally friendly behavior variable is influenced by environmental performance and the remaining 95.3% is influenced by other variables outside the study.

Table 6. Path Coefficients

	Original Sample (O)	P Values
Extrinsic Motivation -> Environmental Performance	0.002	0,967**
Extrinsic Motivation -> Environmentally Friendly Behavior	-0.044	0,559**
Intrinsic Motivation -> Environmental Performance	0.349	0,008*
Intrinsic Motivation -> Environmentally Friendly Behavior	0.210	0,107**
Green Behavior -> Environmental Performance	0.496	0,000*
Extrinsic Motivation -> Green Behavior -> Environmental Performance	-0.022	0,434**
Intrinsic Motivation -> Green Behavior -> Environmental Performance	0,072	0,101**

Source: Data Processing Results; * Significant; ** Not Significant



SmartPLS Bootstrapping Output

Discussion

Extrinsic motivation has no influence on environmental performance. Employee performance can be measured through the achievement of employee performance, which directly indicates the success and achievement of the organization. Organizations that do not have a structured, efficient, and effective reward policy must endure the negative effects of low employee morale, lack of efficiency, and lack of effectiveness in performance outcomes, and most likely end up with high turnover rates

(He & Tarndhamrong, 2023). With an ineffective and poorly organized extrinsic reward motivation system, an organization will not be able to achieve the expected level of employee performance (M. Liaquat et al., 2024).

If employees at a certain stage cannot show their best performance and they fail to achieve the target goal, extrinsic motivation at that stage helps them maintain their performance ability. In such cases, if organizations do not show extrinsic support to their employees, then further performance ability will be affected and employees may feel dissatisfied, and finally, their performance results become worse (Ye et al., 2022). Maintaining an environmental image is an ethical act but it has nothing to do with employees' job roles or professional duties and to keep employees' environmental concern on the job, employers are required to provide them with extrinsic motivation so that employees develop a sense of environmental responsibility and can also dictate this concern and responsibility in their organizational performance (Chen et al., 2023).

Extrinsic motivation has no influence on environmentally friendly behavior. An imbalance in extrinsic motivation will reduce the level of green behavior (Duong et al., 2023). Thus, it can be effectively used to explain why we need to maintain a balance of extrinsic incentives, as there is an imbalance between the forms of motivation, employees tend to reduce their green behavior. Employees only pay attention to external rewards, such as coupons, prizes or monetary-related benefits, but ignore their inner interests, such as pleasure or satisfaction, they are less likely to perform green behaviors (Duong et al., 2023). Employees who are extrinsically motivated in the presence of leaders for green behavior may seek to confirm their task competence and mastery rather than simply pursuing rewards or avoiding sanctions. Feelings of competence and mastery tend to have a number of positive effects on performance and employees tend to set difficult goals, seek feedback to improve performance, experience more positive emotions, persist with tasks, and, ultimately, perform better (Essiz et al., 2023).

The results of the analysis show that intrinsic motivation has a positive influence on environmental performance. Intrinsic motivation can improve environmental performance, the work must be done effectively and efficiently to help the organization achieve its goals (Lamato & Rahman, 2022). In order to be effective and efficient, the work must be done by the right workforce, which has the ability to suit the job (Shahzad et al., 2023). Intrinsic motivation has a clear impact on performance levels. Motivation to gain power, recognition, and social appreciation from managers, coworkers, and other staff members helps employees achieve targets with more enthusiasm and perfection (Chen et al., 2023).

Therefore, individual employee performance will be taken together with environmental performance which affects the total amount of encouragement awards and flexible compensation that can be allowed for employees (Jabbour, 2011). In addition, environmental performance appraisal includes themes such as the use of environmental responsibility, environmental incidents and knowledge of

environmental policies and issues, as these issues involved in environmental performance appraisal concern the requirement for managers to take responsibility for environmental performance (Renwick et al., 2013). With the achievement of intrinsic motivation, employees usually perceive the organization as supporting them and in return, they show emotionally favorable responses to their managers and consequently always work to improve their behaviors that are more beneficial to the organization (Alkandi et al., 2023). Intrinsic motivation in an employee positively affects the employee's behavior, as with their daily practices if they are rewarded, they will continue to perform the same behavior to achieve more rewards and recognition. Intrinsic motivation and rewards have a great impact on the psychological improvement of employees as they believe that with the right behavior and consistent performance improvement, they will achieve more, and for the same reason the interest of researchers and policy makers has been seen to increase with the emergence of sustainable human relations theory (Chen et al., 2023).

With more and more laws and environmental pressures from the market have increased the awareness of organizations and managers towards environmental performance (DiPietro et al., 2013). Therefore, as the social demand for environmental performance increases, organizations implementing strategic environmental management practices become more competitive and the number of organizations implementing and developing environmental performance concepts into business strategies will grow (Alkandi et al., 2023). Alternatively, the implementation of environmental performance programs helps many industries to reduce their emissions, reduce greenhouse gases, reduce hazardous waste and reduce their solid waste (Xu, 2022).

The fact of companies' expectations from their employees to maintain their eco-friendly image by improving environmental performance is a task that has no claim in job descriptions or officially assigned roles, it has become a more of a moral responsibility for organizations and employees. So, to maintain employees' motivation towards their environmental performance giving them performance freedom, taking their own initiative, and having green recognition is an important reward from the organization (Ercantan & Eyupoglu, 2022).

Intrinsic motivation has no influence on green behavior. Intrinsic motivation is essential for employees to act on environmentally friendly behaviors, but it does not only result from people being willing to engage in discretionary, voluntary, non-mandatory, citizenship, and non-conforming behaviors only if they are intrinsically motivated that these behaviors are important to their personal self-concept as well as the collective good (Afsar et al., 2016).

Environmentally Friendly Behavior has a positive influence on environmental performance. This illustrates that employees who are friendly to the environment tend to behave initiative, innovative and proactive and attach themselves to the implementation of environmentally friendly systems that result in positive performance

(Fitria, 2023). Organizations engaged in green human resource management aim to solve environmental problems and efficient utilization of limited resources thereby reducing operational costs and increasing their productivity and will ultimately improve environmental performance. Employees' green behavior protects the environment and demonstrates their commitment to the organization (Gilal & Ajmair, 2019). Research from (Gill et al., 2023) supports the results of this study, where environmentally friendly behavior affects performance. However, environmentally friendly behavior has not been able to mediate intrinsic and extrinsic motivation on environmental performance.

CONCLUSION

This research was conducted on 5-star hotel employees in East Kalimantan, this research uses quantitative research and data collected through surveys derived from 114 questionnaires of five-star hotel employees in East Kalimantan. The results showed that intrinsic motivation and environmentally friendly behavior had a positive effect on environmental performance. However, intrinsic and extrinsic motivation have no effect on green behavior and extrinsic motivation has no effect on environmental performance. Employees who have motivation that comes from within themselves, such as providing opportunities for self-development and initiative and proactive behavior in their environment, will have a good impact on environmental performance. If the motivation comes from outside the employee, it will not affect his environmental behavior and performance.

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