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## Employees pro-environmental behavior of hotels in Tangerang and Jakarta during pandemic Covid-19

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### ABSTRACT

The objective of this research is determining effect of variables environmental leadership to pro environmental behavior with top management commitment as moderating variable of hotels in Tangerang and Jakarta during pandemic Covid-19. This study applies a quantitative research using a sample size of 171 respondents who are employees of five stars hotels in Jakarta and Tangerang. The data was gathered through the use of a questionnaire which is then processed and analysed using the Partial Least Square to show whether hypotheses offered in this research is accepted or rejected. Results achieved in this research shows a positive influence of top management commitment, active environmental leadership, and motivation towards employees' pro environmental behavior, however passive environmental leadership does not appear to negatively impact employees' pro environmental behavior. The moderation of top management commitment to direct managers is also rejected. The contribution of this research is to provide support to future research and to any party who would like to seek some understanding about the relation between the rising concern of environmental behaviours of employees and the organization. The results and data gathered in this research could contribute to a firm's management to maintain a healthy relationship with employees, and to shift strategies to align their organizational strategy with employees' pro environmental behavior.



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## Introduction

The world has been evolving with the creation of new technology, new ideas, innovations, the rapid growth of the population and the increasing rate of natural resources getting scarcer as time goes by. The change of the community's mindset is changing as well in regard to our planet Earth. As time flies by with new generations arising, the trending mindset has shifted towards more of a pro-environment behaviour.

A study conducted by (Ballew et al., 2019) on the topic about the concerns of different generations on the environment has resulted with 70% of the adults with their age ranging from 18 to 34 saying that they worry about the environment. In comparison, the more senior aged people who are aged 55 or older have resulted with 56% of them caring about the environment.

Currently, the world is in the midst of the COVID-19 pandemic. A pandemic is a global disease outbreak. This is due to the Corona Virus, which has begun to spread throughout the world, even in Indonesia. Due to the

COVID-19 virus, many activities have to be limited or even have to be stopped. Many shops, entertainment places, houses of worship, and even tourist attractions must be temporarily closed to prevent the spread of the coronavirus, causing many people to experience layoffs (Termination of Work) and lose their jobs (Nangoy et al., 2020)

Before the Covid-19 pandemic struck, Indonesia was visited by many people tourists from various countries. Data released by the Central Statistics Agency shows that the number of tourists to Indonesia in 2019 increased by 1.88% compared to 2018, while the total number of tourists visiting Indonesia in 2019 was 16.11 million (Central Bureau of Statistics, 2020). The government must be able to manage this tourism industry so that the projection of tourism being the largest contributor to the country's foreign exchange will be achieved (Kominfo, 2019).

Natural beauty, diversity and uniqueness of the nation, capital or profit that can be a lure or industrial charm Indonesian tourism. However, the tourism industry in Indonesia also has challenges in the form of involvement of various parties and synergies from all components nation. If the tourism industry cannot face these challenges, then the hotel sector can feel the impact. Therefore, the hotel sector needs to direct sustainability efforts, one of which is through caring behavior for the environment (Rahmadi, 2019).

A preeliminary survey was conducted and aimed at 100 employees of five stars hotels in Jakarta and Tangerang as convenience samples. Respondents have been working for a maximum of 2 year give their opinions on pro-environmental behaviour and organizations' relations to sustainability. The survey showed that most of the respondents find the environment as an important factor with 80% agreeing to sustainability being important. 65% of the respondents agree that leaders and managers have an impact towards their subordinates environmental behaviours. 76% of the respondents think that environmental factors should be considered by organizations while the remaining 20% may think that businesses should remain their focus on profits. For the final survey question, there were mixed opinions on the matter with 60% saying that organizations should consider environmental factors alongside financial factors.

There is not much study about the relationship between pro- environmental behaviours of employees in relation to the managers, especially in hospitality sector in Indonesia. The survey is distributed to several 5 stars hotels in Jakarta and Tangerang by google forms due to the COVID-19 pandemic, a lot of hotels and employees are unable to be accessed because of various reasons related to the crisis. The contribution this research if seen from a theoretical perspective is to determine the relationship between hotel managers and leaders in comparison to employees today in terms of pro-environmental behaviour. This research contribution as reference by hotel managers to investigate more about their employee's behaviour and relation to the pro-environment. Hotel managerial could use to change their leadership styles or methods in order to create a better working environment as well as a more effective and efficient one.

## Method

### Research Design

This study will employ a descriptive study. Hence will be a theory- based design where data will be gathered, analyzed, and presented in order to create this method. It allows the paper to comprehend the how's and the why's. Thus, helping others understand the research better. Descriptive research is where the researcher explores and explains a topic while at the same time delivering additional information. This is so the readers are able to grasp the general idea of what the topic is about and helps them understand better by filling out the missing parts.

### Research Location

The location of the research will be in Indonesia, mainly based around the area of Jakarta and Tangerang. The reason why Tangerang was chosen as the destination to source the population of this research is because the population of the research is based on the behaviour of employees largely in the hospitality industry. In Jakarta and Tangerang there are several hospitality industries growth (especially 5 stars hotel) where data can be collected from. Jakarta and Tangerang is also an area where a lot of business growth that as a big city offers historical tours, culinary tours, shopping tours, making the area a reliable source for this research.

### Population and Sample

The population will be employees from several 5 stars hotels in Jakarta and Tangerang. The criteria for the employees to be able to reliably be included in this research is to have worked in this hotel for at least two year. This set criteria are to make certain that the respondents have a good idea of their work environment, know their managers and co-workers well and therefore can answer the questions genuinely. The calculation of the sample included in this research is regulated by multiplying the number of indicators included in this research by 5 to

10. This research includes a number of indicators totaling 37 indicators. Taking this number and multiplying it by 5 will result with a number of 185. Due to response rate however, only 171 of them responds. Additionally, this number of respondents is considered as a sufficient number according to the rule of thumb, where a minimum of 150 sample size is needed for variables less than 7 (Hair et al., 2010)

This research will carry out a non-probability sampling since the research is conducted during the COVID-19 pandemic resulting in a lot of the population being hard to access or difficult to get in touch with. This could be based on how easy it is to choose the sample or other criteria set by this study. This method causes the initial data to be collected more conveniently but it does not give everyone in the population an equal chance of getting chosen.

### **Variable Measurement**

Variable may simply be considered as a measurable characteristic that varies. It changes between each person, group, or event. The measurement is the numerals assigned to those events (John & Nywai, 2014). Variables can also be defined by operational and conceptual definitions. In this research, the variables used are Top Management Commitment, Environmental Leadership, Motivation and Pro-environmental Behaviour.

### **Measurement Scale**

A measurement scale is a mechanism to differentiate individuals from the variables of the study (Sekaran & Bougie, 2016). The measurement scale used as a basis by this paper will involve the Likert Scale. The Likert scale is a 5-point scale that ranges from one extreme anchor to another. For the most part, the middle of the Likert scale, usually the 3-point scale is a neutral or moderate option. Most scales tend to follow the following: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree. This scale will be used for the questionnaires created to support this research. The reason why the neutral option is included is due to the fact that people might not have an opinion. Without the neutral option, respondents will be forced to provide an answer even though they don't have an opinion on the matter. This will result in inaccuracy among the results since respondents without an opinion, will just not answer the question which can create confusion or just provide a random answer, where they will either randomly agree or disagree creating the survey results to not be reliable.

### **Sources and Collection of Data**

The source of data collected in this research are from textbooks, journals, articles, and online information through the use of e-libraries and websites. These mediums supported this paper with information, clarification, definitions, and theories. Questionnaires are also provided to Indonesian employees, namely in the manufacturing and service industries. The questionnaires provide numerical data to determine the result on how variables such as their motivation, managers, behaviour, and top members of the company impact their work and thoughts on pro-environmental behaviours. This research will employ a structured observational study since the questions are already laid out based on the variables of the research which are: Top Management Commitment, Environmental Leadership, Motivation, Pro-Environmental Behaviour. Thus, what needs to be tested and further information needed is already made aware since the study is based on the variables and indicators.

### **Data Analysis**

The instrument of measurement used is a questionnaire which is provided to employees in Indonesia. Two distinct criteria which evaluates the measures in this research are the reliability and validity. Reliability generally is the consistency across time, objects, and researchers while validity is the degree to which the numerical results represent the variables just as they are planned to do. For this research, SmartPLS 3.0 software will be used. Although SPSS was used for the pre-test, this software is used for the actual test. This software is a user-friendly, java-based software which provides a data analytics modeling that can show whether the indicators are valid and reliable. This method is quick and useful which can be used for both the pre-test and the actual test. The PLS algorithm is a series of regressions of weight vectors.

## **Results and Discussions**

### **Respondents' Profile**

There are a total of 171 respondents out of the expected 185 which means there is a response rate of 92.4%. This research continued onwards with the 171 respondents. The majority of respondents were male with as many as 110 (64.3%) and the remaining respondents were female with a total of 61 respondents (35.7%). 88 respondents (51.5%) achieved diploma as their final studies, diploma 4 or bachelor's degree is achieved by 48 respondents (28.1%), postgraduate is achieved by 17 respondents (9.9%), SMA / SMK is achieved by 18 respondents (10.6%). The age of respondents who are 31-40 years old are 60 respondents, those who are 26-30 years old totals to 58 respondents (33.9%), those over 41 years old totals 33 respondents (19.3%), 20-25 years old totals 17 respondents

(9.9%) and there are 3 respondents (1.8%) who are below 20 years old. 81 respondents worked for 4-6 years (47.4%), those who worked for 7-10 years were 37 respondents (21.6%), 30 respondents (17.5%) worked for 1-3, those who worked for over 10 years totals 12 respondents (7%), and those who work for less than 1 year totalling 11 respondents (6.4%).

### Outer Model

After conducting the analysis on both the pre-tests and the actual test, there are several indicators that have been dropped. For the top management commitment variable, 3 indicators were dropped for having failed the validity test. For the motivation variable, 5 indicators were dropped. For the environmental leadership variable, 4 indicators were dropped. For the variable of pro-environmental behaviour, 5 indicators were dropped for having failed the validity test. As for the reliability of the variables, they all passed the reliability test passing the Cronbach's alpha reliability test which according to (Ghozali & Latan, 2015) has a minimum of 0.6.

### Inner Model

The inner model is used to describe the relationship between the latent variables. The inner model can also be considered the core of the research since it can help determine whether the hypothesis proposed is accepted or rejected. This can be calculated and discussed using the R-square 0.625. This can be translated to 62.5% can be explained by the independent variables in this research which are Top Management Commitment, Motivation and Environmental Leadership. Therefore, it is concluded that the remaining 27.5% can be explained by external factors that are not included in this research. These determinants could be location, culture, and others along those lines that can influence pro-environmental behaviours.

The T-test is used to show whether the constructed hypothesis is accepted or rejected by using the data gathered in this research. For this research, the T-Statistics will be the most crucial value when measuring the significance of the hypothesis. The structural model is shown in the figure below.

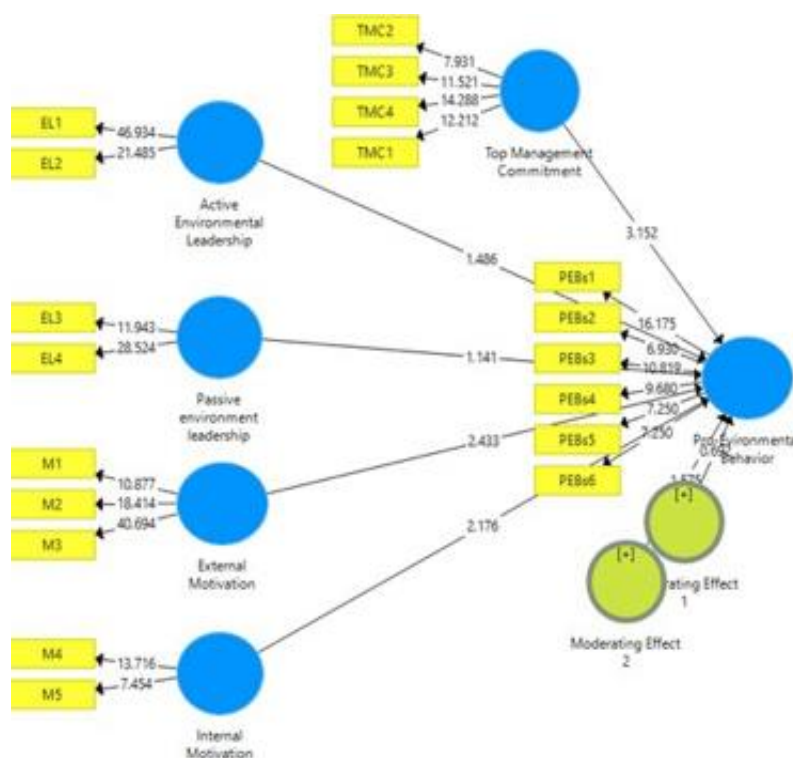


Figure 1. Structural Model

Hypothesis 1 is accepted since the t-value is scored 3.012 which is more than the t-table of 1.645. This also shows that the first hypothesis is fairly significant. Thus, it can be concluded that the Top management commitment positively influences employees' pro-environmental behaviours.

Hypothesis 2 is accepted with the t-value being 1.693 which is higher than the t-table of 1.645. Thus, it can be concluded that Active environmental leadership positively influences employees' pro-environmental behaviours.

Hypothesis 3 is rejected due to the t-value being 1.120 which is lower than the t-table's criteria of 1.645. Thus, it can be concluded that passive environmental leadership does not negatively influence employees' pro-environmental behaviours.

Hypothesis 4 is rejected because the t-value is 0.711 which is lower than the t-table's minimum criteria of 1.645. This shows that this hypothesis is rejected and not significant. Thus, it can be concluded that the top management commitment will not moderate the positive relationship of active environmental leadership and employees' pro-environmental behaviour.

Hypothesis 5 is rejected due to the t-value being 1.526 which scores lower than the t-table of 1.645, hence signalling that it is not significant. With this being said, it can be concluded that the top management commitment will not moderate the negative relationship of passive environmental leadership and employees' pro-environmental behaviour if the top management has a low commitment.

Hypothesis 6 is accepted since the value of the t-statistics is 2.363 which is more than the t-table minimum requirement of a value of 1.645. This signifies that the 6th hypothesis is pretty significant. Thus, it can be concluded that employees' external motivation negatively influences their pro-environmental behaviours.

Hypothesis 7 is accepted because the t-value is 2.228 which is higher than the t-table with 1.645, signifying that the hypothesis is significant. As a result, it can be concluded that employees' internal motivation positively influences their pro-environmental behaviours.

The 1st hypothesis is accepted in line with other researchers' hypothesis. Young et al. (2015) stated that top management commitment positively influences employees' behaviours. Colwell and Joshi (2013) also mentioned that the employees' attention of top management commitment is probable to influence their behaviours. This provides a sense that employees of 5 star hotel in Jakarta and Tangerang follow the top management's commitment towards sustainability. If the top management is really committed to moving the organization towards the direction of environmental sustainability, they would act to put all members of the organization in line as well. Eventually, the top management's action will boost employees' pro-environmental behaviours. Thus, it can be concluded that the Top management commitment positively influences employees' pro-environmental behaviours.

The 2nd hypothesis is accepted. This research focuses on three leadership styles which are environmental transformational leadership, environmental transactional leadership and environmental laissez-faire leadership. (Graves et al., 2013) hypothesis is that environmental transformational leaders have the ability to develop their workers capacity to perform pro-environmental behaviours which is similar to this research. This research is also in line with the research conducted by Robertson and (Roberson & Barling, 2013) who mentioned that environmental transformational leadership is likely to be positively related to employees' pro-environmental behaviour. Environmental transactional theory also suggests that with the provision of rewards and positive reinforcements as well as supervision by the leader will improve the employees' pro-environmental behaviours. This is because the leaders have an effect on the employee's behaviours and methods. The acceptance of this hypothesis indicates that leadership behaviour does have an impact towards the behaviour of employees, even in terms of sustainability. This could be impacted due to training or encouragement from their leaders. Thus, it can be concluded that Active environmental leadership of 5 star hotels in Jakarta and Tangerang positively influences employees' pro-environmental behaviours.

The 3rd hypothesis is rejected. Graves and Sarkis (2012) mentioned that passive managers who are very hands-off will in most cases negatively influence employees' pro-environmental behaviours. There have been previous researches who also mentioned that the small amount of involvement won't have much of an impact towards the behaviour of employees, which logically makes a lot of sense. Since they are not really influencing one another, nor do their work ethics have anything to do with each other, it will be difficult for any party to influence or impact another party because of the lack of coordination and contact. However, the hypothesis in this research is rejected and that may be due to some factors. The rejection may imply that passive environmental leadership does not always negatively influence employees pro-environmental behaviours, it may also be because of other factors which influences their behaviour. It could be that due to the company being not an extremely large company, causing people to bump into one another pretty often at times or because of a small working area which makes it pretty easy to observe each other from where they work. But there could be differences in location, in culture or in population which causes a difference in the hypothesis. Thus, this research concludes that passive environmental leadership does not negatively influence employees' pro-environmental behaviours.

The 4th hypothesis is rejected. Research done by (Flink, 2015) which mentions that if managers on different levels have the same goal, it can lead to cooperation between both parties for that goal to be achieved which in

turn can have an influence on the employee's pro-environmental behaviours. (Andrews et al., 2011) also mentioned that if the top management and the immediate manager's actions are aligned, it will most likely be related to employees pro-environmental behaviours. These results from the studies is also true due to the coordination of both levels of management, employees are able to receive more information about the importance of sustainability. This could be due to the relationship they have and the tighter bond the direct managers and employees have with each other. Employees in Indonesia tend to be more faithful in their direct manager since they personally know them, but if they don't know a party, they might not be inclined to listen follow their behaviour and instead, stick to what they have already been doing. Thus, it can be concluded that the top management commitment will not moderate the positive relationship of active environmental leadership and employees' pro-environmental behaviour.

The 5th hypothesis is rejected. Generally speaking, if the top management is committed in pursuing sustainability but the immediate environmental managers are very passive about it, it is possible that both of their interests will contradict with each other and thus confuse the employees. This might cause a split in behaviours within the employees where some might listen to the top management and pursue pro-environmental behaviour while others might follow the immediate managers and not pursue pro-environmental behaviour. This could be due to the fact that the employees may be willing to follow the top management if their direct manager is applying a very passive leadership style. However, if there is a strong form of commitment from the top management, employees might be inclined to follow suit, thus creating a lower score compared to the minimum requirement, but not too low as to be so different from the criteria. With this being said, it can be concluded that the top management commitment will not moderate the negative relationship of passive environmental leadership and employees' pro-environmental behaviour if the top management has a low commitment.

The 6th hypothesis being accepted with a pretty significant range. This research is in line with the research conducted by previous studies have shown that external motivation create frustration and put pressure on employees. Research has shown that this is due to the feelings of coercion employees might have because of the external pressure including the punishments and requirements needed. This hypothesis is accepted and is similar to others because it is possible that due to a sense of being forced or a situation where it might go against the employees' will, eventually, this will not influence their pro-environmental behaviours by much. Thus, it can be concluded that employees' external motivation negatively influences their pro-environmental behaviours.

The 7th hypothesis accepted. The positive influence of internal motivation of employees to their pro-environmental behaviours is along the lines of researchers such as (Graves et al., 2019). The internal motivation which includes intrinsic motivation, identified motivation and introjected motivation provide a sense of value if they aim for sustainability. Their pro-environmental behaviour may be caused by certain factors that give them a feel of satisfaction, fulfillment or excitement. Furthermore, psychologists have stated that internal motivation has proven to show improved results and increased interest which ties well regarding pro-environmental behaviours. In addition, most studies concerning internal motivation has concluded that internal motivation impacts the way of thinking and behaviour of individuals to quite a high level. This is fairly straight forward since an individual's will to do something especially when motivated will make them strive to reach their goals. If their goal is environmental sustainability, they would most likely try to accomplish that goal. As a result, it can be concluded that employees' internal motivation positively influences their pro-environmental behaviours.

## Conclusions

Based on the results and discussion above, it can be concluded that top management commitment has a positive effect on employees' pro-environmental behavior. Thus, 5-star hotels that are eager to achieve sustainability will be able to influence most members of the organization to set environmental goals for themselves as well. For active environmental leadership positively influences employees' pro-environmental behavior. This is not surprising when thinking about coworkers being affected or influencing other coworkers in terms of work behavior. This is because most members in the same work scenario have to work in teams, coordinate, or at least figure out how other people around them work. This is no different from the direct manager, who happens to be the ward leader. Especially when they are active or very involved with their employees, their behavior will be transferred to the subordinates because it is a leader's job to be a role model and inspire others.

Passive environmental leadership negatively affects employees' pro-environmental behavior, due to factors beyond the scope of this study, but what can be said is because of the location and culture where this survey was conducted. These are 5-star hotels located in Jakarta and Tangerang, Indonesia, which as a small company can also mean that employees can be affected indirectly through observing other workers, not just their direct manager. Top management commitment will not moderate the positive relationship between active

environmental leadership and employees' pro-environmental behavior. Because of the work culture in Indonesia, where most employees will rely more and more on people they know and may be wary of others they don't know personally. This may be the case where employees do not know top management on a personal level and are not as influenced by their decisions and actions as they are with their direct manager.

Top management commitment will not moderate the negative relationship between passive environmental leadership and employee pro-environmental behavior if top management has low commitment. Since top management may not influence the pro-environmental behavior of employees either positively or negatively, it can completely influence employees because there are no sustainability actions and ideas at all. When compared with the fourth hypothesis, this finding is considered an interesting factor because both hypotheses that have moderating variables are equally rejected. The reason for this could be that the top management of 5-star hotels does not exercise much influence over lower-level employees. Employees' external motivation has a negative effect on their pro-environmental behavior. This suggests that if employees are forced or led to believe in something that they themselves do not see the situation in the same way as others, it can negatively affect their pro-environmental behavior. The data collected in the survey also shows that respondents are more willing to increase their pro-environmental behavior if they are internally motivated. Employees' internal motivation has a positive effect on their pro-environmental behavior. This shows that if people are willing and motivated by their own values and beliefs to be sustainable, their pro-environmental behavior will increase.

This study recommends that future research should consider the broad and wide range of behaviour styles used for leaders and managers. These styles include their leadership styles, if these leaders are more task-oriented or relationship-oriented. These may provide results different to this research since this research does not focus on their behaviour besides active and passive leadership styles.

Adding more research about the motives for employees to perform pro-environmental behaviours could also provide interesting results and to further facilitate the understanding of this issue. Especially since external motivation is often linked towards negative outcomes, the consequences or rewards should also be studied upon. Additional studies on these topics could spark the reader's interest and to describe a broader view for them.

Researches should rely on various data collection methods which might be more effective if the samples are employees. A questionnaire is a good method to retrieve information but since employees know each other the best, they should rely more on interviews or observations. To add to this, they could obtain more information from more sources, like their manager or supervisors. Making a clearer context for the research such as the location, the economy of the country or even the behaviour of organizations within the industry would also produce some interesting results when discussing the relationship of organization members towards employee pro-environmental behaviours.

This study also recommends a practical implementation for direct managers and top managers in organizations to assist in their employees' pro-environmental behaviours. The results received from this research has shown that it is very likely that as time passes, employees will be more willing to be environmentally friendly. This creates opportunities in being able to attract potential recruits who have a very high skill set or creative mind that is also concerned about the environment. This could also provide employees to incorporate the organization value into their own value and thus creating it to be some sort of internal motivation.

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