Paper JDM

by Bambang Hengky

Achieving Sustainable Performance in the Hospitality Industry based on Environmental Management, Pro-Environmental Behavior and Green Marketing Mix 7P

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Info Article

Abstract

Tourism is undeniable can grow the economy of a country. However, if not managed properly, tourism also has negative impacts that must be watched out for. The object of this study was General Managers or Hotel Managers in East Java Province, Indonesia with 228 respondents. This research is important because the tourism sector is an effective sector to increase foreign exchange for the province of East Java. This study aims to develop a relationship model between the Environmental Management System (EMS), Pro-Environmental Behavior (PEB), and the Green Marketing Mix 7 P's (GMM 7P's) as a mediator to achieve Sustainable Industrial Performance (SIP) with 17 hypotheses. The research uses quantitative methods, data collection through surveys and processing using SmartPLS 3. The results of the study found 14 hypotheses were accepted, while three hypotheses were rejected. The results of the study show that EMS implementation has a significant relationship with economic and social performance but has no relationship with environmental performance. PEB directly has a significant relationship with environmental performance but not with economic and social. GMM has a significant relationship with the three SIP elements. GMM is also a suitable partial mediator for EMS and PEB to achieve SIP.

Mewujudkan Kinerja Berkelanjutan di Industri Perhotelan berdasarkan Manajemen Lingkungan, Perilaku dan Green Marketing Mix 7P

Abstrak

Sektor pariwisata tidak bisa dipungkiri dapat menumbuhkan perekonomian suatu negara. Namun apabila tidak dikelola secara benar, pariwisata juga memiliki dampak negatif yang harus diwaspadai. Penelitian ini berlokasi di Provinsi Jawa Timur, Indonesia dengan 228 responden dengan jabatan General Manager atau Manager Hotel. Penelitian ini penting karena sektor pariwisata merupakan sektor yang efektif untuk meningkatkan devisa bagi provinsi Jawa Timur. Penelitian ini bertujuan untuk mengembangkan model hubungan antara Sistem Manajemen Lingkungan (EMS), Perilaku Pro Lingkungan (PEB), dengan Bauran Pemasaran Hijau (GMM) sebagai mediator untuk mencapai Kinerja Industri Berkelanjutan (SIP) dengan 17 hipotesis. Penelitian menggunakan metode kuantitatif, pengambilan data melalui survei dan pengolahan menggunakan SmartPLS 3. Hasil penelitian menemukan 14 hipotesis diterima, sedangkan 3 hipotesis ditolak. Hasil penelitian menunjukkan bahwa penerapan EMS memiliki hubungan yang signifikan dengan kinerja ekonomi dan sosial tetapi tidak memiliki hubungan dengan kinerja lingkungan. PEB secara langsung memiliki hubungan yang signifikan dengan kinerja lingkungan tetapi tidak dengan ekonomi dan sosial. GMM memiliki hubungan yang signifikan dengan ketiga unsur SIP. GMM juga menjadi mediator parsial yang cocok untuk EMS dan PEB untuk mencapai SIP.

JEL Classification: Z31 Industry Studies

INTRODUCTION

The very fast growth of the hospitality industry supports the tourism sector which has boosted the economy, but on the other hand it can have an impact on the environment (Masa'deh *et al.,* 2017). In several countries, the massive growth of tourism has had an environmental impact, for example in Spain there has been an increase in pollution, landfills, disruption of biodiversity, decreased environmental quality, and exploitation of water and water resources (Moliner *et al.,* 2019). This negative impact has also been studied in a number of other countries, such as Jordan (Masa'deh *et al.,* 2017), the Netherlands (Postma & Schmuecker, 2017), Malaysia, Singapore and Thailand (Azam *et al.,* 2018) and Taiwan (Peng & Chen, 2019). In Indonesia, research on the negative effects of the hotel industry has been published by Wibowo *et al.* (2017), who concluded the impact on disruption of the natural environment, built environment and local culture.

The Environmental Management System (EMS) focuses on fulfilling commitments by organizations to several policies for environmental management. This commitment

includes reducing negative environmental impacts from the products, services and activities undertaken by the organization.

Pro-Environmental Behavior (PEB) is human behavior that understands and implements principles aimed at protecting the environment. The application of Pro-Environmental Behavior (PEB) is voluntary for the tourism industry, especially the hospitality industry (Fatoki, 2019; Li & Wu, 2019).

Green Marketing Mix 7Ps (GMM 7P's) is a strategy for fulfilling 7 basic attributes that will support marketing activities while upholding environmental protection. The hotel industry needs to implement the Green Marketing Mix 7P's strategy to realize sustainable tourism (Rainanto *et al.*, 2022a).

The hotel industry's business performance is considered successful and sustainability is realized from success in terms of the economy (business), preservation of the surrounding environment, and maintaining the socio-cultural conditions of the local community. Business continuity in the hospitality sector is not enough to be seen from the side of economic benefits, it is also necessary to look at it from the perspective of the surrounding environmental and social conditions (Alatsas, 2020; Pereira *et al.,* 2021; Rainanto *et al*, 2022b).

Cities that have potential as tourist destinations have a tendency to experience high growth in the number of hotels compared to other cities. This is because tourist destination cities are attractive economic potentials for hospitality investors and tourist destinations. For some residents who "benefit" from their city becoming a tourist destination, this will be considered attractive, but for some other residents, this can be a problem. Ilhami *et al.* (2020) stated that until 2019 there was traffic jam in Batu City, which is located in East Java Province, on certain days due to the large number of tourist vehicles entering the city. This is supported by data from the Central Bureau of Statistics for the City of Batu in 2019 which stated that visitors to tourist attractions and souvenir tours in Batu City in 2019 totaled 6,047,460 tourists with a total of 1,354 hotels. The ratio of the population of Batu City to the number of tourists coming to the city in 2019 is that the population of Batu City is 0.02% of the number of tourists.

The number of tourists in Batu City, Malang City and Malang Regency in East Java Province increased rapidly at weekends. The arrival of these tourists caused congestion on several roads there. Tjahjono *et al.* (2020) explained that noise level data around roads in Malang City, East Java, has far exceeded the required level of noise, on average 85.2 dB. Another negative effect is that the water discharge becomes weak at certain times. According to the Indonesian Forum for the Environment (WALHI) of East Java Province, the water quality index in East Java from 2016 to 2020 has decreased and is of concern and has a very concerning status. Based on the East Java Province Environmental Management Quality Index Report. WALHI (2020) notes that more than 800,000 hectares of forest in East Java have been damaged. Walhi (2021) stated that in East Java Province cumulatively based on BNPB records from 2013 to 2019 there have been 2676 hydrometeorological disasters.

In addition to the negative impacts from environmental conditions, there are also negative impacts from an economic sector, such as high property prices which combine because many migrants are interested in owning homes in tourist destinations. Massive

property development has also reduced the area of paddy fields and open land in these tourist destinations. Tanjung (2019) reports that the area of land in Malang is getting narrower every year. This is due to the conversion of land into residential and industrial areas. Currently the area of agricultural land in the city of Malang, especially for rice farming, is only 821 hectares out of 1,104 hectares. One of the impacts felt is the frequent occurrence of floods in several areas of Malang Metropolitan in recent years. If this negative impact is left unchecked, it will affect the comfort of the Malang Metropolitan City.

The World Tourism Organization (WTO) defines Sustainable Tourism as: "Tourism that takes into account its current and future economic, environmental and social impacts, meeting the needs of consumers, the environment, industry and local communities". The concept of sustainable tourism states that tourism development should not damage nature, the environment, land, especially agricultural land (UNWTO, 2019). UNWTO (2019) conceptual definition of sustainable tourism must: (i) Make optimal use of environmental resources, which are a key element in tourism development, safeguarding important ecological processes and helping to preserve natural heritage and biodiversity; (ii) Respect the socio-cultural authenticity of the host communities, preserve the cultural heritage and traditional values that they have built and live by, and contribute to intercultural understanding and tolerance; (iii) Ensure proper and long-term economic operations, provide socio-economic benefits that are distributed fairly to all stakeholders, including stable employment and income opportunities and social services for local communities, and contribute to poverty alleviation.

Hourneaux *et al,* (2018) explain three sustainable performances for industrial companies along with the details of the constituent parameters. The three sustainable performances include: 1. Sustainable Environmental Performance, consisting of: (a) Reduction of waste water, (b) Reduction of emissions, waste and waste, (c) Reduction of costs for environmental aspects of products and services, (d) Environmental compliance, (e) Reduction costs for common environmental problems; 2. Sustainable Economic Performance, consisting of: (a) Profit from operations, (b) Sales growth, (c) Return on equity, (d)Return on investment, (e) Cost per unit produced, (f) Net cash flow, (g) Market share, (h) On-time delivery, (i) Customer response time, (j) Number of warranty claims, (k) Number of customer complaints, (l) Customer satisfaction survey, (m) Material efficiency variations; 3. Sustainable Social Performance, consisting of: (a) Social commitment, (b) Environmental preservation, (c) Increasing employee job satisfaction, (d) Training and education, (e) Compliance with products and services.

The novelties of the research are measuring Sustainable Performance in the Hospitality Industry based on an Environmental Management System, Behavior that supports the environment, and the application of the Green Marketing Mix 7P as a mediator.

Hypothesis Development
Relationship between Two or More Variables
 The hypothesis that forms the basis of this study are 17 relationships. There are 11 hypotheses that are directly related and 6 hypotheses that are indirectly related using

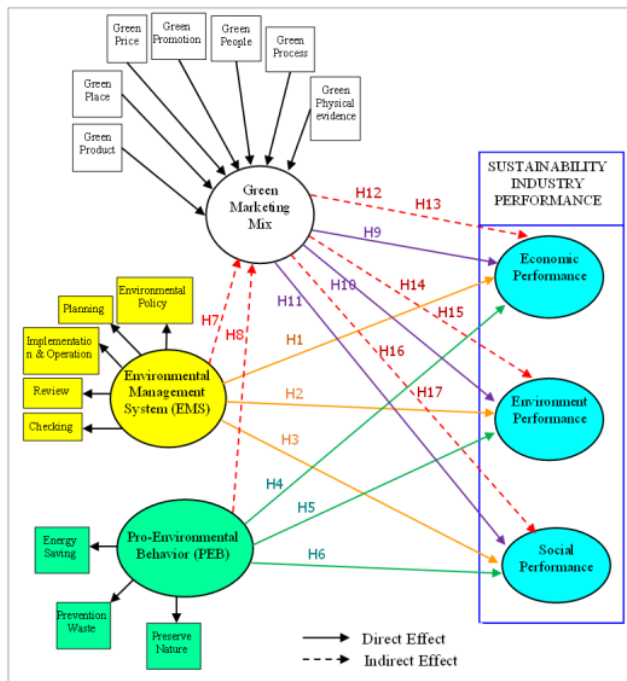the Green Marketing Mix 7P (GMM 7's) mediation. The research hypothesis in this study in Figure 1 below.

Figure 1. Research Hypothesis

The 17 hypotheses in this study are proposed in detail as follows:

H1: The EMS has a significant and direct relationship to sustainable economic performance

H2: The EMS has a significant and direct relationship to environmental performance

H3: The EMS has a significant and direct relationship to social performance

H4: The PEB has a significant and direct relationship to economic sustainability

H5: The PEB has a significant and direct relationship to environmental sustainability

H6: The PEB has a significant and direct relationship to social sustainability

H7: The EMS directly has a significant relationship on GMM

H8: The PEB directly has a significant relationship on GMM

H9: The GMM has a significant and direct relationship to economic sustainability

H10: The GMM has a significant and direct relationship to environmental sustainability

H11: The GMM has a significant and direct relationship to social sustainability

H12: The GMM mediate between EMS and economic sustainable performance

H13: The GMM mediate between PEB and economic sustainable performance

H14: The GMM mediate between EMS and environmentally sustainable performance

H15: The GMM mediate between PEB and environmentally sustainable performance

H16: The GMM mediate between EMS and social sustainable performance

H17: The GMM mediate between PEB and social sustainability

METHOD

This research method was chosen quantitatively by collecting primary data as the main source of the data being analyzed.

This study uses a simple sampling method because the selection of the sample is completely random and member of the hotel industry population has an equal chance of being selected to be part of the sample. Furthermore, the use of purposive sampling method because the respondents selected as questionnaire fillers are hotel employees with the position of General Manager or Manager.

Research analysis based on research objectives: (1) Research analysis to find out the direct relationship between the X and Mediator variables with the Sustainable Industry Performance variable using Smart-PLS 3; (2) Research analysis to determine the recommended relationship model between variable X and Mediator with the Sustainable Industry Performance variable using Smart-PLS 3.

RESULT AND DISCUSSION

The results of the analysis using Smart PLS 3 through several stages of the process. The stages of the process include: Measurement of Construct Variable, Model validation, Assessment of measurement model, Measurement validity of first-order construct – reflective model, Loading Factor, Convergent Validity – Average Variance Extracted (AVE), Convergent Validity – Composite Reliability (CR), Cronbach's Alpha (α), Cross Loading, Fornell-Larcker Criterion, Heterotrait-monotrait (HTMT), Measurement Model Result – Outer model, Validity and Reliability of Second-Order Construct – Two-Stage Approach, Two stage approach (reflective-formative measurement model), Structural model/inner model measurement, Collinearity statistics (VIF) – Outer & Inner VIF, Hypotheses Testing (Path Coefficient), Coefficient of Determinant (R2), Effect Size (f2), Predictive Relevance (Q2), Hypothesis Evaluation, Testing the mediating roles, and finally the Recommended Model.

According to Fornell & Larcker (1981) states that the Convergent Validity of Cronbach's Alpha and Composite Reliability (CR) must be more than 0.70, while the Average Variance Extracted (AVE) value must pass 0.50. Based on the critical threshold value above, a summary of the measurement validity is shown in Table 1.

Table 1. Reliability Value of Reflective Construct

Reflective Construct	Items	Loading Factor (> 0.7)	AVE (> 0.5)	Composite Reliability (CR) (>0.7)	Cronbach's Alpha (α ≥ 0.70)
EMS					
Environmental Policy			0.760	0.927	0.894
	EnvPolicy1	0.890			
	EnvPolicy 2	0.905			
	EnvPolicy 3	0.882			
	EnvPolicy 4	0.807			

Planning			0.781	0.934	0.906
	Plan5	0.861			
	Plan6	0.896			
	Plan7	0.905			
	Plan8	0.872			
Implementation and Operation			0.794	0.939	0.912
	ImlOpr9	0.896			
	ImlOpr10	0.938			
	ImlOpr11	0.932			
	ImlOpr12	0.790			
Cheking and Corrective Action			0.961	0.980	0.959
	CheckCor13	0.980			
	CheckCor14	0.980			
Management Review			0.821	0.948	0.927
	MgtRev15	0.871			
	MgtRev16	0.908			
	MgtRev17	0.916			
	MgtRev18	0.929			
PEB					
Save Energy			0.844	0.942	0.907
	EnSav19	0.936			
	EnSav20	0.955			
	EnSav21	0.863			
Waste Prevention			0.695	0.872	0.781
	PrevWaste22	0.861			
	PrevWaste23	0.860			
	PrevWaste24	0.777			
Nature Preservation			0.803	0.942	0.917
	PresNat25	0.828			
	PresNat26	0.911			
	PresNat27	0.922			
	PresNat28	0.919			
Environmental Performance			0.592	0.853	0.894
	EnvSust57	0.771			
	EnvSust58	0.787			
	EnvSust59	0.792			
	EnvSust60	0.727			
Economics Performance			0.774	0.954	0.942
	EconSust61	0.867			
	EconSust62	0.843			
	EconSust63	0.910			
	EconSust64	0.908			
	EconSust65	0.897			
	EconSust66	0.853			
Social Performance			0.789	0.949	0.933
	SosSust67	0.847			
	SosSust68	0.891			
	SosSust69	0.935			
	SosSust70	0.923			
	SosSust71	0.842			

Measurement of the second order construct with reflective and formative measurement indicators needs to be taken into account. A two-stage approach was carried out prior to analyzing the structural model and the interaction between the mediator and

moderator. A summary of all the results of the second-order PLS algorithm (Reflective - Formative) is presented in Table 2.

Table 2. Measurement of Two-Stage Process for Second-Order (Reflective – Formative)

Construct	Item	Loading Factor	Ave	Composite Reliability	Weight	VIF	T-Values Weights	P Value Weight
Reflective Model Second Order								
EMS			0.739	0.934				
	Environ. Policy	0.880						
	Planning	0.908						
	Implement & Operation	0,911						
	Check & Corrective Act.	0.735						
	Management Review	0.873						
PEB			0.807	0.926				
	Save Energy	0.877						
	Waste Prevention	0.915						
	Nature Preservation	0.902						
Environ. Sustainable Perform			0.592	0.853				
	Environ. Sustain57	0.773						
	Environ. Sustain58	0.783						
	Environ. Sustain59	0.792						
	Environ. Sustain60	0.727						
Economics Sustainable Perform			0.774	0.954				
	Economics Sustain61	0.869						
	Economics Sustain62	0.845						
	Economics Sustain63	0.910						
	Economics Sustain64	0.906						
	Economics Sustain65	0,895						
	Economics Sustain66	0.854						
Social Sustainable Perform			0.789	0.949				
	Social Sustainable67	0.845						
	Social Sustainable68	0.891						
	Social Sustainable69	0.936						
	Social Sustainable70	0.924						
	Social Sustainable71	0.842						
Formative Model Second Order								
GMM								
	Green Product				0.151	2.347	3.331	0.001
	Green Place				**0.065**	4.227	1.117	**0.264**
	Green Price				0.169	3.046	3.337	0.001
	Green Promotion				**0.030**	2.984	0.674	**0.500**
	Green Process				0.213	2.200	4.817	0.000
	Green People				0.393	1.865	9.632	0.000
	Green Physical Evidence				0.191	4.161	3.027	0.002

There are two variables that are considered Moderate, namely Environmental Policy and Checking and Correction Actions. The combined effect of the first order explaining the variance in Environmental Policy, Planning, Implementation & Operation, Inspection & Corrective Action, Management Review, Saving Energy, Waste Prevention, Nature Preservation is accepted. The PLS algorithm for the results of R2 is presented in Figure 2 about First Order Construct below.
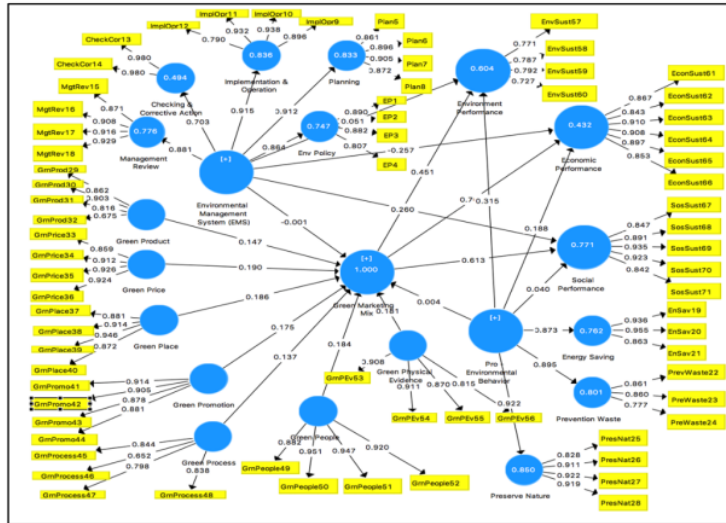
Figure 2. First Order Construct

The second order construct model in this research is reflective-formative. The higher order constructs are for the mediator variable. Due to the formative nature of the mediator constructs, the recommended measurement approach for this type of HCM model is the two-stage PLS. The two-stage PLS approach takes advantage of the advantages of PLS path modeling to explicitly measure the values of latent variables, also be implemented in models with interaction effects between all constructs as measured by reflective indicators. Figure 2 below shows the results from the Second Order Construct.
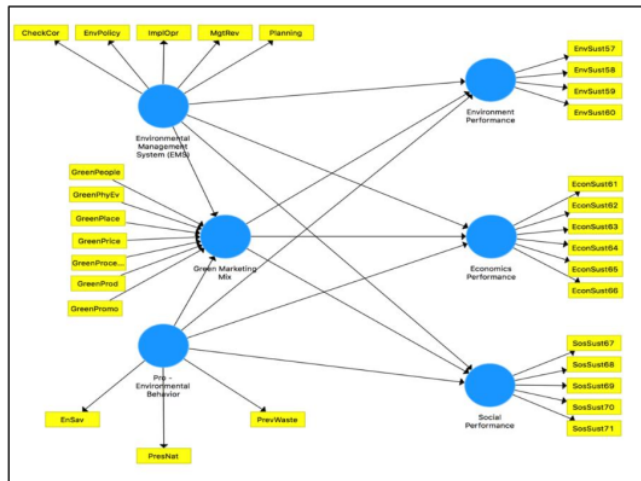
Figure 3. Second Order Construct

The results of the hypothesis for a direct relationship are obtained from several criteria such as t-value, p-value, and f^2. The relationship between variables in a positive (supported) result is based on a t value above 1.645 (Hair *et al.,* 2017); then the P-value must be less than 0.10 (Hair *et al.,* 2017); and f^2 must be greater than 0.02. The details of the hypotheses is presented in Table 3 and Table 4.

Table 3: Hypothesis Testing (Direct Effect Result Test)

	Hypothesis	Original Sample (O) /β	Std Dev/ Stand Error	T stat t-value (>1.645)	p-value (<0.10)	R^2	f^2 (≥ 0.02)	Q^2 (> 0)	Decision
H1	EMS → Economy SP	-0.262	0.103	2.545	0.005	0.421	0.028	0.295	Supported
H2	EMS → Environ. SP	-0.018	0.098	**0.187**	**0.426**	0.625	**0.000**	0.334	**Un-Support**
H3	EMS → Social SP	0.250	0.075	3.330	0.000	0.763	0.062	0.561	Supported
H4	PEB → Economy SP	0.125	0.109	**1.149**	**0.125**	0.421	**0.006**	0.295	**Un-Support**
H5	PEB → Environ. SP	0.202	0.102	1.976	0.024	0.625	0.025	0.334	Supported
H6	PEB → Social SP	-0.029	0.070	**0.417**	**0.338**	0.763	**0.001**	0.561	**Un-Support**
H7	EMS → GMM 7P's	0.465	0.062	7.503	0.000	0.814	0.373	0.486	Supported
H8	PEB → GMM 7P's	0.480	0.060	8.050	0.000	0.814	0.398	0.486	Supported
H9	GMM → Economy SP	0.753	0.113	6.641	0.000	0.421	0.182	0.486	Supported
H10	GMM → Environ. SP	0.626	0.100	6.284	0.000	0.625	0.194	0.486	Supported
H11	GMM → Social SP	0.675	0.072	9.340	0.000	0.763	0.357	0.486	Supported

Table 4: Hypothesis Testing on Mediating

	Hypothesis	Original Sample (O)/β	Std Dev/ Stand Error	T statistic t-value (> 1.96)	p-value	Confidence Interval (BC)		Decision
						2.5%	97.5%	
H12	EMS → GMM → Economy SP	0.350	0.075	4.650	0.000	0.215	0.503	Supported
H13	EMS → GMM → Environ. SP	0.291	0.061	4.798	0.000	0.181	0.417	Supported
H14	EMS → GMM → Social SP	0.314	0.052	6.057	0.000	0.220	0.422	Supported
H15	PEB → GMM → Economy SP	0.362	0.070	5.183	0.000	0.230	0.501	Supported
H16	PEB → GMM → Environ. SP	0.300	0.064	4.730	0.000	0.177	0.428	Supported
H17	PEB → GMM → Social SP	0.324	0.057	5.662	0.000	0.226	0.448	Supported

After the results of the analysis with several previous stages, it was concluded that of the 17 initial hypotheses, it was proven that 14 hypotheses were accepted, while 3 hypotheses were rejected. Easily, the final results of the study able be seen in Figure 3 below.
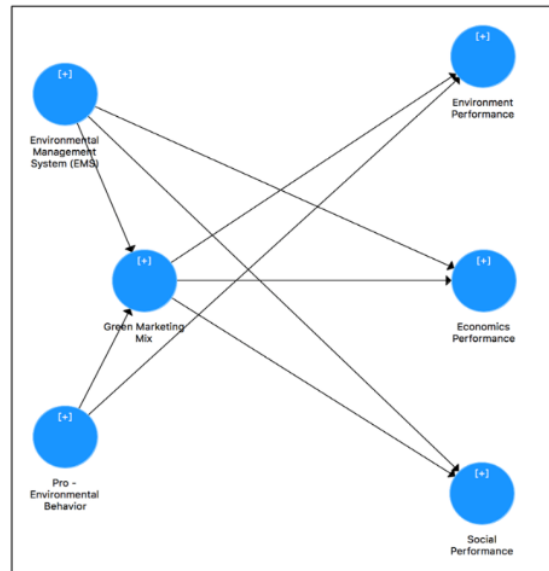
Figure 3. The Results of Full Model Analysis

The benefits of this research can be used by several parties such as: Hotel owners, Managers, Regional Governments, Central Government, and Hospitality Associations, all of that in the framework of creating sustainable tourism.

CONCLUSION AND RECOMMENDATION

There are seventeen hypotheses linking the Environmental Management System (EMS), Pro-Environmental Behavior (PEB) for Sustainable Industry Performance (SIP) with the Green Marketing Mix 7P's Mediation (GMM 7P's). There are fourteen hypotheses which are accepted and three hypotheses which are rejected. Fourteen hypotheses were accepted, consisting of: H1, H3, H5, H7, H8, H9, H10, H11, H12, H13, H14, H15, H16, and H17. While the three hypotheses are rejected, namely: H2, H4, and H6. There are 11 hypotheses related to the direct interaction hypothesis, eight hypotheses are accepted, while three are not accepted.

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