The Role of Green HRM in Optimizing Management Performance in Umrah Travel Companies: Literature Review in Umrah Travel

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Abstract: This article is expected to provide valuable insights for industry practitioners, policymakers, and academics in understanding the dynamics of implementing sustainable practices in this unique service sector. This article uses a qualitative method by using a literature review as the basis in this scientific article or as a data source. This method allows researchers to gain an in-depth understanding of how Green HRM is applied in the specific context of Umrah travel companies in Jakarta and its impact on management performance. This qualitative approach is suitable for exploring complex and contextual phenomena such as the implementation of Green HRM in specific industries. With a combination of the implementation of Green HRM and improved management performance, Umrah tour and travel companies in Jakarta can achieve sustainability and sustainable growth in the long term.

Keyword: Green HRM, Management Performance, Umrah Travel

INTRODUCTION

In the era of globalization and increasing environmental awareness, companies in various industrial sectors are required to adopt sustainable practices in their operations. One approach that is getting more attention is the concept of Green Human Resource Management (Green HRM). Green HRM is the integration of human resource management with the goal of environmental sustainability (Renwick, Redman, and Maguire 2013). This concept focuses not only on operational efficiency, but also on corporate social and environmental responsibility. The tourism industry, especially the Umrah travel sector, is not spared from this demand. As one of the countries with the largest Muslim population in the world, Indonesia is a significant market for Umrah services. Jakarta, as the capital city and business center, is a strategic location for many Umrah travel companies. However, the sector also faces challenges in terms of sustainability and operational efficiency.

Several previous studies have shown a positive relationship between the implementation of Green HRM and organizational performance. For example, a study by (Yong et al. 2019) found that Green HRM practices contribute to improving a company's

environmental and financial performance. Meanwhile, (Dumont, Shen, and Deng 2017) assert that Green HRM can increase employee engagement and encourage continuous innovation in organizations. However, the application of Green HRM in the context of Umrah travel companies in Indonesia, especially in Jakarta, is still minimally explored. There is a knowledge gap on how Green HRM practices can be optimized to improve management performance in this specific industry. This phenomenon is interesting to study considering the unique characteristics of the Umrah travel sector which combines aspects of spirituality with tourism. Some of the variables that need to be considered in this context include Green HRM practices such as environment-based recruitment and selection, green training and development, green performance management, and green reward systems (Jabbour and de Sousa Jabbour 2016). On the other hand, management performance can be measured through indicators such as operational efficiency, customer satisfaction, service innovation, and financial performance (Tariq, Jan, and Ahmad 2016).

Problems that arise in the implementation of Green HRM in Umrah travel companies include challenges in changing employee mindsets, limited resources for the implementation of green programs, and difficulties in measuring the direct impact of Green HRM practices on company performance. In addition, there is also the dilemma of balancing sustainability goals with the need to maintain competitive operating costs in a highly price-sensitive industry. Another interesting phenomenon to observe is how Umrah travel companies in Jakarta respond to external pressures such as government regulations related to sustainable tourism, consumer expectations that are increasingly environmentally conscious, and increasingly fierce global competition. In this context, Green HRM can be a key strategy to build a competitive advantage and ensure the long-term sustainability of the company. Considering the complexity and urgency of this issue, an in-depth study of the role of Green HRM in optimizing management performance in Umrah travel companies in Jakarta has become very relevant. This article is expected to provide valuable insights for industry practitioners, policymakers, and academics in understanding the dynamics of implementing sustainable practices in this unique service sector.

Green Human Resources (Green HRM)

Green Human Resource Management (Green HRM) is a set of policies, practices, and systems implemented in human resource management that aim to promote the sustainable use of resources, reduce environmental footprint, and create ecological awareness among employees. This includes a range of activities such as green recruitment, ongoing training and development, performance assessments that take into account environmental impacts, and rewards for environmentally friendly behavior in the workplace. Green HRM not only focuses on managing the environment within the organization, but also contributes to the achievement of the company's overall sustainability goals. By integrating sustainability principles into HR policies and practices, companies can reduce environmental impact and at the same time increase employee engagement and satisfaction (Masri and Jaaron 2017).

Another definition also states that Green Human Resource Management (Green HRM) is a human resource management approach that integrates environmental aspects in every aspect of employee management, with the aim of increasing environmental awareness and encouraging environmentally friendly practices in the workplace.

Green HRM involves implementing policies and practices that support environmental sustainability, such as energy savings, waste reduction, and more efficient use of resources. Green HRM practices include a wide range of activities ranging from the recruitment and selection of employees who have environmental awareness, employee training on environmentally friendly practices, to performance evaluations that consider environmental impacts. The main goal of Green HRM is to create an organizational culture that supports

sustainability and reduces negative impacts on the environment through collective action from employees and management (Arulrajah, Opatha, and Nawaratne 2015).

Green HRM in relation to Umrah Travel from the results of the research which states that human resource managers must have a good understanding of the concept of Green HRM, so that Green HRM practices can be applied, such as the concept of environmentally friendly buildings, minimizing the use of paper, recycling and waste disposal, and energy saving. They must clearly integrate the concept of Green HRM in human resource functions (Palguna 2021). Another study states that travel agencies in Egypt have not implemented environmentally sound human resource practices. Green training and development is recognized as an applied best practice, albeit at a moderate level in travel agents. In addition, travel agents face challenges in implementing GHRM practices, such as lack of knowledge about environmental strategies, the absence of eco-friendly tools in the workplace, and the cost of implementing eco-friendly programs (Farghaly, Eljalil, and Zaki 2021).

Management Performance

Management performance refers to the level of effectiveness and efficiency of managers in achieving organizational goals through planning, organizing, directing, and controlling available resources. It includes how management designs strategies, manages human resources, finances, and operations, and makes decisions that impact the overall outcome of the organization. Management performance is also often measured through the achievement of organizational targets, cost control, product or service quality, and employee and customer satisfaction (Mouritzen and Opstrup 2020). Another definition also states that management performance is a measure of how effective managers are in carrying out their roles and responsibilities to achieve organizational goals. This performance includes how managers manage an organization's resources, including manpower, capital, and technology, as well as how they affect productivity, efficiency, and innovation within the organization. Management performance can be measured through various indicators, such as target achievement, customer satisfaction, cost control, and organizational growth (Dessler 2020).

The results of the study are related to management performance from the study which states that developing a conceptual model that integrates environmental factors arising from the analysis in the early stages of strategy formulation, through score-based tools that aim to support strategic alignment, also offers a new and original framework for exploring environmental aspects and the approach of the Performance Measurement System (Hristov et al. 2021). A study from (Anh Vu et al. 2022) stated that accountability has a positive impact on innovation in Performance Management, while interpersonal relationships rooted in traditional culture have a negative impact on it. Servant leadership styles and entrepreneurship moderate these relationships.

METHOD

This article uses a qualitative method by using a literature review as the basis in this scientific article or as a data source. This method allows researchers to gain an in-depth understanding of how Green HRM is applied in the specific context of Umrah travel companies in Jakarta and its impact on management performance. This qualitative approach is suitable for exploring complex and contextual phenomena such as the implementation of Green HRM in specific industries.

RESULTS AND DISCUSSION
Result
Green Human Resources Management (Green HRM) Implementation

The study of the results of employees' perceptions of organizational support moderated the relationship between environmental beliefs and the citizenship behavior of environmentally friendly organizations. In particular, hospitality workers report that they are increasingly likely to engage in the citizenship behavior of environmentally friendly organizations as their environmental beliefs increase. Organizational support moderates these relationships so that the more support received, the more likely workers are to engage in such behavior, and the less support received, the less likely they are to do so (W. G. Kim et al. 2020).

Another study that states that it not only emphasizes the importance of Green HRM practices in driving environmental performance, but also shows how each dimension of Green HRM practices can strengthen or hinder environmental performance. This is the first empirical study to investigate the relationship between Green HRM and environmental performance in the hospitality industry literature (Yusoff et al. 2020). Another study states that top management and policymakers in understanding the importance of their support for sustainable development, increase understanding of the importance of sustainable investment in green knowledge creation among employees to take advantage of the benefits of GIC and Green HRM practices (Alkaf et al. 2023). Another study states that green training and development as a key practice to build intellectual capital and encourage environmentally friendly behavior. This can help managers in their efforts to build intellectual capital that supports the creation of environmentally friendly behaviors (Nisar et al. 2021).

Another study from (Pham et al. 2020) stated that the implementation of Green HRM practices in travel and tourism companies increases employee job satisfaction and commitment to the organization. Another study states that green recruitment and selection, green training, green performance management, and green reward management are very important in environmental management (Mwita and Mwakasangula 2020). Studies from (S.-H. Kim and Choi 2013) stated importance-performance showed that surveyed employees rated their hotel's performance in green practices as lower compared to the perceived level of importance. A positive correlation was found between employees' organizational commitment and their views on the company's green practices. Another study also stated that related to employees stated that Green Organizational Culture (GOC) has a direct impact on the Organizational Citizenship Behavior towards the Environment (OCBE) and has a significant moderating effect on the relationship between personal environmental values and OCBE, as well as between affective commitment to the organization and OCBE. In addition, it was found that employee values and commitments were positively related to OCBE, and employee involvement in additional green activities was explained by individual factors as well as factors at the hotel level (Zientara and Zamojska 2018).

Management Performance Implementation
Result

A study from (GURGU et al. 2021) states the role of corporate efforts and their strategic management that are increasingly efficient and aligned with the demands of an ever-changing and evolving market, where a large part of the tourism market has moved to the online world and is increasingly driven by software transformation and robotization, such as virtual assistants, image analysis programs, search engines, image recognition systems, robots, autonomous cars, drones, and IoT. Another study states travel agency managers consider general skills' to be the most important skills for employability, followed by professional attitude, discipline, and career planning. For specific items, travel agency

managers rated communication as the highest, followed by lifelong learning, dedication to work, crisis management, self-marketing, teamwork, and tour planning and execution (Tsai 2017).

Another study states that Providing timely and consistent levels of customer service is the goal of every OTA, and they need to develop and implement new approaches to proactively address customer issues to improve customer retention and loyalty. This study analyzes some common CRM workflows in OTAs and proposes an alert-based approach for CRMs to improve their effectiveness in creating satisfying customer experiences and retaining customers (Chan and Chiu 2022). Another similar study states that the knowledge received by employees mediates the relationship between these three competencies and the performance of travel agents. The relationship between competencies and knowledge received by employees is known to be positively moderated by the absorbive capacity of employees, the relationship between knowledge received and the performance of travel agents is stronger when the absorbive capacity of employees is higher (Elbaz, Agag, and Alkathiri 2018).

Another study states about management performance that technology leadership indirectly affects the work performance of sales agents through the mediating role of self-efficacy on the use of the internet. Creative problem-solving skills positively moderate the relationship between internet self-efficacy and job performance. The limitations of this study pave the way for further study, and the findings of this study contribute to both practical and theoretical implications (Srivastava and Dhar 2016). Similar studies with results state the effectiveness and value of performance measurement in travel agency operations are embedded in the results of performance information. These findings also reveal that employees at travel agencies understand relevance and perform performance measurements as often as possible (Olaleye 2017). Another study states that students with different personal, contextual, and experiential characteristics have very different perceptions of job characteristics, which is important in influencing their respective career choices and preferences for jobs at travel agencies (Lo, Mak, and Chen 2014).

Discussion

The results of the research from the above review or literature sources as a basis for so, in this case the discussion is associated with the purpose of this article to provide insight for Umrah travel tours in Jakarta which are divided into several regions, from the perspective of researchers from the perspective of green human resources that green human resources will not only help tour and travel companies in Jakarta to be more environmentally friendly, but it also increases employee engagement and satisfaction, which ultimately has a positive impact on the company's overall performance. With the increasing consumer awareness of environmental issues, the implementation of Green HRM can also be an additional attraction for customers who prefer services from companies that care about sustainability. The perspective related to management performance from the results of the study states that management performance in the Umrah tour and travel industry in Jakarta can be improved through the application of appropriate technology, employee competency development, regular performance measurement, and understanding and meeting employee expectations. By doing so, companies can be more responsive to market changes, improve customer satisfaction, and maintain competitiveness in this increasingly competitive industry.

CONCLUSION

Based on the results of the research and review of the literature discussed, it can be concluded that the implementation of Green Human Resource Management (Green HRM) and the improvement of management performance are two key factors that can bring

significant benefits to the Umrah tour and travel industry in Jakarta. Green HRM not only helps companies become more environmentally friendly, but it also increases employee engagement and satisfaction. This is important because employees who are more engaged and satisfied tend to have better performance, which will ultimately have a positive impact on the company's overall performance. In addition, with increasing consumer awareness of environmental issues, companies that implement Green HRM practices can attract more customers who care about sustainability, thereby creating a competitive advantage in the market.

From the perspective of management performance, research shows that the Umrah tour and travel industry in Jakarta can improve their efficiency and competitiveness by adopting the right technology, developing employee competencies, conducting regular performance measurements, and understanding and meeting employee expectations. These measures allow companies to be more responsive to market changes, improve customer satisfaction, and maintain a competitive position in an increasingly growing and competitive industry. With a combination of the implementation of Green HRM and improved management performance, Umrah tour and travel companies in Jakarta can achieve sustainability and sustainable growth in the long term.

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