

GREEN HUMAN RESOURCE MANAGEMENT FOR TOURISM SUSTAINABILITY

Hadi S., Mutiani, Abbas E.W., Jumriani, Ilhami M.R. *

Abstract: This study examines the significance of GHRM practices in promoting environmental conservation in the Indonesian tourism sector. Using structural equation modelling (SEM) on a sample of 250 tourism employees, the study finds that employee ability, motivation, and opportunity all play a substantial role in enhancing environmental performance. However, the most intriguing finding is that the AMO framework must be translated to OAM (Opportunity, Ability, and Motivation) in the Indonesian context, suggesting that opportunities play a more prominent role in influencing employee behaviour than abilities. The study's findings have important implications for policymakers and tourism sector stakeholders in Indonesia and other developing countries. The study highlights the need to develop and implement GHRM practices tailored to the specific needs and challenges of these contexts. Additionally, the findings suggest that opportunities, such as training and development programs, may be more effective than abilities in motivating employees to adopt green practices.

Keywords: AMO, green human resources, implementation, tourism sector

DOI: 10.17512/pjms.2023.28.1.08

Article history:

Received July 12, 2023; Revised September 07, 2023; Accepted October 29, 2023

Introduction

In response to growing awareness of environmental sustainability, Asian governments are setting more ambitious environmental goals and expanding international cooperation (Mahmood et al., 2022). This has created a new demand for businesses to adopt more sustainable practices. GHRM is an emerging field vital

* **Sutarto Hadi**, Professor, PhD, Lambung Mangkurat University, Banjarmasin, Indonesia;

✉ email: sutarto.hadi@ulm.ac.id,

ORCID: 0000-0001-6382-0215

Mutiani, Dr, Lambung Mangkurat University, Banjarmasin, Indonesia;

✉ email: mutiani@ulm.ac.id,

ORCID: 0000-0003-4977-0623

Ersis Warmansyah Abbas, Professor, Dr, Lambung Mangkurat University, Banjarmasin, Indonesia;

✉ email: ersiswa@ulm.ac.id,

ORCID: 0000-0001-6963-6515

Jumriani, M.Pd., Lambung Mangkurat University, Banjarmasin, Indonesia;

✉ email: jumriani@ulm.ac.id,

ORCID: 0000-0002-1126-5640

M. Ridha Ilhami, M.Pd., Lambung Mangkurat University, Banjarmasin, Indonesia;

✉ email: ridha.ilhami@ulm.ac.id,

ORCID: 0000-0002-7851-105X

in addressing this new economic reality (Suleman et al., 2023). GHRM practices can attract, select, and retain employees committed to environmental protection. They can also provide employees with the training and development they need to implement sustainable practices. Additionally, GHRM practices can help to create a workplace culture that values environmental responsibility (Martins et al., 2021).

Recent research in the Asia-Pacific region has linked GHRM to many aspects of environmental management (EM) and overall environmental performance (Nisar et al., 2021; Napathorn, 2021; Yan and Hu, 2021; Duong et al., 2023). However, despite the recent increase in research, the theoretical underpinnings of GHRM, its measurement, and its impact on organizational outcomes still need to be discovered. GHRM is a relatively new field in Asia, and there needs to be more theoretical and empirical clarity on the topic (Bahuguna et al., 2023). This is further compounded by the rapidly expanding and ambiguous nature of GHRM. Nevertheless, the potential benefits of GHRM for environmental sustainability and economic growth are undeniable. Recent studies have sought to close the gap in GHRM research by synthesizing the essential factors needed to represent GHRM comprehensively (Anlesinya et al., 2022) and advancing the concept theoretically (Faisal, 2023). However, implementing GHRM in developing countries is challenging.

The AMO framework is a popular HRM model that describes employee performance as a function of ability, motivation, and opportunity (Marin-Garcia and Thomas, 2016). It has been applied in various Asian settings (Cooke et al., 2020). However, its relevance may depend on the specific industry or context due to cultural differences and varying skill and motivation requirements (Rajiani and Kot, 2020; Blašková et al., 2017).

Given the above background, this paper aims to examine the trajectory of GHRM implementation in Asia if it follows the sequence of AMO, from Ability → Motivation → Opportunity or another pattern appears. The findings of this paper will bridge the gap in knowledge regarding GHRM practice barricades in developing countries and offer valued resources in assisting policymakers and various organizations to take appropriate measures to remove the GHRM adoption and implementation barriers. Additionally, this study would benefit international organizations and campaigners promoting GHRM adoption and implementation in developing countries.

Literature Review

Developing countries face unique challenges in adopting GHRM, such as limited resources and competing economic and social priorities (Tweneboza Kodua et al., 2022). However, GHRM is essential for achieving environmental and economic goals. HRM must allocate resources to incorporate environmental considerations into recruitment, selection, training, and performance evaluation systems (Suleman et al., 2023). To transform regular employees into green workers, HRM must educate and develop personnel on the importance of environmental protection Jabłoński et al. (2020).

Economic and sociological shifts are driving the incorporation of environmental management (EM) into corporate models, posing new challenges. Greening aims to use energy efficiently while minimizing costs and waste (Roy et al., 2021; Kurowska-Pysz and Kunikowski, 2021). Human resource managers (HRMs) must optimize resource allocations to develop green business landscapes and increase business efficacy (Saeidi et al., 2022; Li et al., 2023; Dat and Le, 2023). Organizations increasingly know that creating solid social integrity requires a green sense of responsibility (Hlushchenko et al., 2022). Consequently, most businesses have shifted their focus to environmentalism, green employee awareness, and green business practices, often governed by stringent environmental standards (Pham et al., 2020). Acknowledging the need to prioritize their actions' social and environmental impact over short-term revenue inflows, organizations increasingly view GHRM as crucial for successfully implementing green strategies and EM practices (Rizvi and Garg, 2022). Emerging in tandem with the broader literature on sustainable development, GHRM has emerged as a distinct field of study over the past decade (Alukal et al., 2022).

The AMO framework has been praised for its ability to explain the relationship between HRM practices and performance in diverse contexts. However, cultural differences between Asia and the West may limit its applicability in Asia. Cultural differences encompass values, beliefs, and social norms that profoundly impact employee behavior, motivation, and perception of opportunities (Hofstede and Fink, 2007). Some Asian cultures emphasize collectivism and harmony (Rajiani and Kot, 2020), while Western cultures emphasize individualism and competition (Aliyev, 2023). These cultural differences can impact the AMO framework's applicability in several ways. For example, employees in collectivist cultures may be more motivated by group goals and rewards than individual goals (Chen et al., 2019; Gip et al., 2022). Additionally, employees in these cultures may perceive their opportunities as constrained by the group's requirements (Lee, 2023). In contrast, employees in individualistic cultures may be more motivated by individual goals and rewards and may be more likely to perceive their abilities and skills as limiting their opportunities (Minkov, 2017; Gu et al., 2021).

Consequently, the extent to which the AMO framework corresponds with these cultural differences remains a subject of study. Additional research is required to comprehend how the AMO framework can be adapted to various cultural contexts (Malik et al., 2022).

Despite the growing global emphasis on environmental sustainability, research on how the AMO framework influences environmental performance is still in its infancy (Ahmad et al., 2023; Tanova and Bayighomog, 2022), particularly in the Indonesian context. The bulk of the literature on the AMO framework has predominantly focused on its implications for financial and operational performance (Satispi et al., 2023), with limited attention to its relevance to environmental performance. Indonesia is a rapidly growing economy with a significant environmental impact (Hidayat et al., 2022). As such, there is a pressing need for

research on how the AMO framework can be used to promote sustainable practices in Indonesian organizations.

The AMO model can serve as a valuable framework for comprehending the role of organizational practices, particularly GHRM practices, in shaping environmental performance (Mehrajunnisa et al., 2022). GHRM practices influence environmental performance by enhancing employees' ability, motivation, and opportunity to engage in sustainable practices. For example, green recruitment and selection practices ensure the hiring employees with the skills and knowledge necessary to implement sustainable practices (Martins et al., 2021; Muangmee et al., 2022; Kot, 2023). Green training and development programs augment employees' knowledge of environmental and sustainability practices (Munawar et al., 2022). Green performance management systems motivate employees by recognizing and rewarding their contributions to sustainable practices (Malik et al., 2023, Larina et al. 2021). Furthermore, a green organizational culture fosters an environment where employees feel encouraged and supported in implementing sustainable practices (Shahzad et al., 2023).

In sum, these research findings collectively underscore the utility of the AMO model as a practical framework for comprehending how green HRM practices can shape environmental performance. Organizations can enhance their environmental performance and fortify their competitive standing by bolstering employees' ability, motivation, and opportunity to engage in sustainable practices (Mishchuk et al., 2023). Additionally, the AMO model is particularly relevant in the Indonesian context, where organizations must adopt and integrate sustainable practices due to the country's rapid development and significant environmental impact. Informed by its adaptability and insights, the AMO model can guide the development and implementation of HR practices aligned with environmental sustainability objectives while considering Indonesia's distinctive cultural, economic, and regulatory landscape. Thus, we hypothesized:

Hypothesis 1: green ability practices significantly affects efficient use of resources as well as reduced waste and pollution.

Hypothesis 2: green motivation significantly affects efficient use of resources as well as reduced waste and pollution.

Hypothesis 3: green opportunity significantly affects efficient use of resources as well as reduced waste and pollution.

Research Methodology

This quantitative study aims to examine the specific green human resource management innovation practices in the tourism sectors of Banjarmasin, Indonesia, which is currently boosting the massive promotion of tourism post-pandemic. The study focuses on developing green abilities, motivating employees, and providing green opportunities. The target population is workers in the river tourism sector. The data was collected from February until June 2023 directly with purposive random sampling in sites. We start by targeting Banjarmasin river tourism professionals like

tour guides, boat operators, and hospitality employees. We compile a list of prospective respondents from tourism associations, local companies, and government agencies.

In a polite email or letter, we describe our research's objective and goals. We invite their involvement and may offer monetary remuneration or recognition for their findings. We fully detail our survey, interview, and observation data collection techniques. We inform respondents of time and privacy requirements and guarantee the confidentiality of their responses. After initial contact, we send reminders and mild follow-ups. We respect respondents' time and schedule data gathering sessions flexibly. We conduct interviews and surveys professionally and impartially. We ask simple, fair questions to obtain useful data. We thank respondents for their valuable contributions and appreciate their participation, which builds goodwill. We conduct a confidential analysis of the collected data, respecting respondents' anonymity and promoting Banjarmasin's tourism sector with our findings.

The population of workers in the river tourism sectors of Banjarmasin, Indonesia, is heterogeneous. It comprises individuals with different characteristics, such as age, education, experience, and job title. Purposive random sampling allows us to select a sample that is representative of the diversity of the population, which can improve the generalizability of findings (Andrade, 2020). This region is chosen because it has already started on a route to sustainable urban development, as reflected in government-directed policies and projects to enhance livability. The province has led in formulating a wide-ranging approach towards urban sustainability by implementing green policies. A sample size of 250 is considered acceptable, as it is at least five times the number of indicators to be tested (Hair et al., 2020).

All questionnaire items were developed based on a review of the relevant literature and were then consulted with a panel of scholars and industrial experts to ensure their validity. The questionnaire used a seven-point Likert scale (1 = strongly disagree, 7 = strongly agree) to measure green ability (12 indicators), green motivation (15 indicators), Green opportunity (8 indicators), and the outcome of GHRM implementation (2 indicators). The indicators of green ability are green issues job descriptions, green job workers, green employer branding, green awareness, green issues in socialization processes, employee training in environment management (EM), training for green jobs, informing trade union, green knowledge management, using employees' tacit knowledge in EM, training workshops for managers and green leadership styles. Green motivation includes green performance indicators, communication of green schemes, setting green targets, goals and responsibilities, setting objectives for achieving green outcomes, green issues in socialization processes, punishment for non-compliance/not meeting EM goals, staff suggestions in EM rewarded, reward schemes linked to staff gaining EM skills, green benefits (transport/travel), financial/tax incentives, monetary-based EM reward system, monthly managerial bonuses for good EM, green targets as part of a pension plan for senior staff, executive compensation for managers partly based on EM stewardship, recognition-based rewards in EM for staff. Green opportunity are

measured with employee involvement practice in EM, encouraging employees to make suggestions for EM, increasing employees' psychological empowerment, supportive managerial behaviors, wider EM underpins the pro-environment culture, EM education program for union members, joint management/union training programmers in EM, and green union representatives. Two indicators of GHRM output are efficient use of resources and reduced waste and pollution.

The questionnaire and indicators were adapted from previous research on GHRM implementation in Malaysia (Rajiani et al., 2016). Given the close cultural ties between Indonesia and Malaysia (Rajiani and Pyplacz, 2018), this questionnaire is well-suited for the Indonesian context.

The relationships or effects displayed in the SEM model are justified through an appropriate comprehensive measurement. According to Schreiber et al. (2006), the following measures are typically used to justify SEM models: Chi-square (χ^2), Minimum Sample Discrepancy Function (χ^2 /df) Goodness-of-Fit Index (GFI) Adjusted Goodness-of-Fit Index (AGFI) Comparative Fit Index (CFI) Root Mean Square Error of Approximation (RMSEA) Factor loadings are estimated to assess discriminant validity. Factor loadings of 0.50 or higher are acceptable (Hair et al., 2020). Coefficient alpha is examined to determine reliability. Values of 0.60 or higher are acceptable (Bonett and Wright, 2014). Self-report questionnaires are susceptible to social desirability bias, which is the tendency of respondents to answer in a more socially tolerable way. To mitigate this problem, Podsakoff et al. (2012) recommended the following steps: Detect one or more likely sources of method bias. Manipulate them in the design of the study. Test if the hypothesized estimates of the relationships among the constructs generalize across conditions. Sources of method bias can be detected by observing the Most Extreme Responses (MRS), which are the items with the highest loading factor in Confirmatory Factor Analysis (CFA) (Mishra, 2016). These items are then excluded, and the model is recalculated. If the resulting change in χ^2 , χ^2 /df , GFI, AGFI, CFI, and RMSEA is not significant, then it is concluded that there is no social desirability bias.

Research Result and Discussion

In South Kalimantan, Indonesia, Banjarmasin is known for its unique and attractive river-based tourism. This tourism is centred on the city's intricate river network and provides visitors with a unique and immersive experience in the heart of Kalimantan's culture and natural beauty. One of the most distinctive is its floating marketplaces. The city has several colourful, crowded, and one-of-a-kind floating markets. Vendors in traditional boats sell fresh fruits and vegetables, local delicacies, and handicrafts. Visitors can buy products directly from these boats while taking in the scenery of the river. River Green Tourism also immerses visitors in Banjarmasin's rich culture. Traditional music, dance performances, and local ceremonies are frequently held along the riverbanks. Visitors can see the Banjar people's traditional clothing, including colourful headdresses and outfits. In addition

to the lively markets, River Green Tourism also offers eco-tourism options. The natural environment along the riverbanks is lush and teeming with life. Birdwatchers and nature lovers can enjoy seeing a variety of bird species while the river is home to various aquatic life. A *Klotok* is a traditional wooden boat used for river transportation in Banjarmasin. Tourists can explore the city's rivers and immerse themselves in the tranquil and verdant atmosphere by taking *Klotok* river excursions. These cruises frequently feature cultural stops as well as animal viewing. Traditional Banjar architecture can be found along the riverbanks. Stilt cottages and buildings with elaborate wood carvings that line the beaches enhance River Green Tourism. Some of these structures have been converted into guesthouses or restaurants, providing guests with a unique place to stay or dine. The floating markets and riverbank cafes serve various traditional dishes and snacks. Watercraft such as traditional wooden boats, canoes, and speedboats are frequently used for transportation within Banjarmasin. These modes of travel are practical and add to the overall River Green Tourism experience.

However, implementing green tourism in Banjarmasin, a city renowned for its river-based tourism, presents several challenges and barriers. First, there must be more awareness and understanding of green tourism among local communities and businesses. This lack of awareness impedes the adoption of sustainable practices and the recognition of the potential negative impacts of traditional tourism. Second, there needs to be more infrastructure and facilities for eco-friendly tourism, such as eco-friendly accommodations, waste management systems, and sustainable transportation options. These infrastructural inadequacies hinder the growth of green tourism. Third, economic barriers, such as the initial investments required for eco-friendly infrastructure and practices, can discourage local businesses from adopting green tourism. Additionally, the region faces environmental problems such as pollution and habitat destruction (Hidayat et al., 2022), which must be addressed for sustainable green tourism.

The measurement model in Table 1 is evidence that the loading factors are above 0.50, signifying that the convergent validity of the instrument is satisfactory. Judging from the reliability, Cronbach alpha values are above the threshold of 0.50 (Bonnet and Wright, 2014).

Table 1. Validity and reliability

Variables	Construct	Loading Factors	Cronbach alpha
Ability (X_1) Mean = 3.5	1. Green issues job descriptions	0.623	0.799
	2. Green job workers	0.697	0.803
	3. Green employer branding	0.603	0.802
	4. Green Awareness	0.685	0.799
	5. Green issues in socialization processes	0.661	0.801
	6. Employee training in Environment Management (EM)	0.654	0.802

Variables	Construct	Loading Factors	Cronbach alpha
	7. Training for Green jobs 8. Informing Trade union 9. Green knowledge management 10. Using employees' tacit knowledge in EM 11. Training workshops for managers 12. Green leadership styles	0.761 0.621 0.752 0.810 0.783 0.651	0.802 0.800 0.813 0.813 0.818 0.816
Motivation (X ₂) Mean = 2.9	1. Green performance indicators 2. Communication of green schemes 3. Setting green targets, goals and responsibilities 4. Setting objectives for achieving green outcomes 5. Green issues in socialization processes 6. Punishment for non-compliance/not meeting EM goals 7. Staff suggestions in EM rewarded 8. Reward schemes linked to staff gaining EM skills 9. Green benefits (transport/travel) 10. Financial/tax incentives 11. Monetary-based EM reward system 12. Monthly managerial bonuses for good EM 13. Green targets as part of a pension plan for senior staff 14. Executive compensation for managers partly based on EM stewardship 15. Recognition-based rewards in EM for staff	0.631 0.625 0.732 0.721 0.811 0.802 0.811 0.764 0.657 0.769 0.822 0.671 0.662 0.711 0.715	0.817 0.807 0.812 0.811 0.810 0.814 0.814 0.811 0.821 0.825 0.802 0.802 0.800 0.813 0.813
Opportunity (X ₃) Mean = 3.7	1. Employee involvement practice in EM 2. Encouraging employees to make suggestions for EM 3. Increasing employees' psychological empowerment 4. Supportive managerial behaviors 5. Wider EM underpins the pro-environment culture 6. EM education program for union members 7. Joint management/union training programmers in EM	0.716 0.642 0.725 0.753 0.730 0.710 0.740	0.821 0.825 0.802 0.802 0.800 0.813 0.813

Variables	Construct	Loading Factors	Cronbach alpha
	8. Green union representatives	0.623	0.800
Environmental Performance (Y) Mean = 3	1. Efficient use of resources 2. Reduced waste and pollution	0.784 0.721	0.821 0.768

Source: Own calculation in SPSS

The average ability construct score of 3.5 out of 5 indicates that the organization has enhanced employees' environmental knowledge and skills. Green job descriptions, recruitment practices, awareness initiatives, training programs, and knowledge management practices collectively suggest a moderate organizational commitment to environmental sustainability. However, there is room for improvement, and further investment in these constructs, along with a focus on employee motivation and opportunity, can help elevate the organization's environmental performance to even higher levels.

The average motivation construct score of 2.9 out of 5 suggests that while organizations have made commendable efforts to motivate employees regarding environmental responsibility, there is significant room for improvement. Specifically, organizations may consider refining their communication, goal-setting, and reward schemes to make them more appealing, relevant, and aligned with employee values and aspirations. This will help to boost employees' readiness to safeguard the environment.

The high mean score of 3.7 for opportunity constructs indicates that the organization has created a supportive and inclusive environment that empowers employees to safeguard the environment actively. This readiness is reflected in various practices, such as involving employees in environmental decision-making, encouraging suggestions, providing education and training, and fostering collaborative efforts with unions. Employees are not only offered opportunities to engage in environmental responsibility but also psychologically empowered and supported by managerial behaviors, which further enhances their readiness to be proactive in this area.

The moderate mean scores (3 out of 5) for the indicators "efficient use of resources" and "reduced waste and pollution" suggest that the organization has achieved some level of environmental performance. The "reduced waste and pollution" indicator signifies the organization's efforts to minimize waste generation and emissions. A mean score of 3 indicates that the organization has progressed, but there is still room for improvement. While the organization has recognized the importance of waste

reduction and pollution control, a more comprehensive approach, potentially involving the implementation of advanced waste management technologies and pollution prevention strategies, may be required to achieve significant reductions. The summary result of structural equation modelling is exhibited in Table 2. The table demonstrated that all paths are significant, denoting that all three hypotheses are accepted.

Table2. The summary of estimated models

Construct	Estimate	SE	CR	P	Conclusion
Ability → Environmental Performance	0.212	0.115	3.781	0.002	Significant
Motivation → Environmental Performance	0.142	0.101	3.721	0.003	Significant
Opportunity → Environmental Performance	0.310	0.052	4.212	0.000	Significant
MEASURES OF FIT					
RMSEA = 0.033, GFI = 0.839, AGFI = 0.815, CFI = 0.960, TLI = 0.956					
Chi Square = 700,851, Chi Square/DF = 1.204					
P-value = 0.001					

Source: Own calculation in SPSS

Hu and Bentler (1999) contend that limits approximately 0.95 for the Tucker-Lewis Index (TLI), 0.90 for the Norm Fit Index (NFI), 0.90 for the Incremental Fit Index (IFI), 0.06 for the Root Mean Square Error of Approximation (RMSEA) sufficiently substantiate the acceptance of a precise fit between the suggested model and the data. Other researchers suggested other goodness-of-fit statistics containing CMIN/DF (The Minimum Sample Discrepancy Function) expected ≤ 2.0 (Arbuckle, 2011); GFI (Goodness-of-Fit Index) approaching 0.90 and AGFI (Adjusted Goodness-of-Fit Index) close to 0.90 or greater (Hair et al., 2020). When spotted from these measurements, the model demonstrates a permissible robustness. Most Extreme Responses (MRS), the highest loading factor, were found in using employees' tacit knowledge in EM (0.810), monetary-based EM reward system (0.822), and supportive managerial behaviors (0.753). However, when the model is recalculated items excluding those items, there is no significant change in Chi-Square (χ^2); χ^2 /df, GFI; AGFI, CFI and RMSEA. Thus, it is concluded that there is no social desirability bias.

GHRM programme led by the AMO (Ability, Motivation, Opportunity) framework can successfully solve challenges to green tourism supporting previous studies (Martins et al., 2021; Mehrajunnisa et al., 2022); (Malik et al., 2023). To begin, HRM can help the community by providing training and capacity-building programmes to develop knowledge and skills in sustainable practices, waste management, and cultural preservation. Second, HRM may stimulate motivation by developing incentive systems and recognition mechanisms to reward eco-friendly actions and

match economic interests with sustainability goals. Third, HRM can facilitate collaboration and resource allocation by creating stakeholder partnerships and accessing external resources for green initiatives.

Furthermore, HRM may play a critical role in policy formation, ensuring the implementation of sustainable practices and effective policy communication. Through awareness campaigns and workshops, it can foster a culture of sustainability by promoting environmental responsibility and cultural preservation. Finally, HRM may help with climate resilience activities such as disaster preparedness training and infrastructure building to address climate change concerns. In summary, a Green HRM programme based on the AMO framework is a strategic driver for promoting green tourism in Banjarmasin, balancing commercial objectives with environmental and social responsibility.

Previous research by Marín-García and Thomas (2016) suggests that green HRM is exerted by boosting employers' ability, augmenting employees' motivation and commitment, and providing opportunities for employees to engage in knowledge-sharing and problem-solving activities. However, their findings indicate that opportunity has the highest influence (0.310), followed by ability (0.212) and motivation (0.142). This finding is aligned with previous research conducted in Malaysia by Rajiani et al. (2016), which is noteworthy for its similar cultural context. Thus, when applied in the context of two ASEAN countries, the well-established ability-motivation-opportunity (AMO) theory is translated into opportunity-motivation-ability (OMA) in Malaysia and opportunity-ability-motivation (OAM) in Indonesia.

The ability-motivation-opportunity (AMO) framework has been widely used to explain employee performance and organizational success. However, in the context of the Indonesian tourism sector, there are several justifications for translating the AMO framework into opportunity-ability-motivation (OAM), with "Opportunity" as the leading factor. First, Indonesian tourism is renowned for its warm hospitality and excellent service, which strongly emphasize the opportunity to engage with tourists and create memorable experiences. This opportunity is a primary motivator for many individuals working in the tourism industry.

Second, the Indonesian tourism industry, like many others, places a significant emphasis on meeting the needs and expectations of tourists. These tourists create opportunities for businesses and employees to provide services, generate revenue, and contribute to the local economy. Therefore, prioritizing "Opportunity" reflects the customer-centric nature of the industry.

Third, Indonesia relies heavily on tourism as a critical economic contributor. The tourism sector provides numerous job opportunities and economic benefits. Consequently, the availability of tourism-related opportunities is crucial for individuals seeking employment and organizations aiming to thrive in the sector.

Fourth, in practice, many Indonesian organizations in the tourism sector often prioritize resource allocation towards creating opportunities for employees to engage with tourists effectively. This includes investing in infrastructure, training, and

marketing efforts to attract tourists. These opportunities are essential for employees to utilize their abilities and be motivated to deliver high-quality services.

Fifth, placing "Opportunity" in the OAM framework aligns with adapting management and HR practices to local culture and context. It recognizes that in the Indonesian tourism sector, opportunities provided to employees to engage with tourists must align with cultural values and norms.

Finally, given the increasing importance of sustainability in tourism, the OAM framework emphasizes creating opportunities for employees to engage in sustainable practices. Opportunities for eco-friendly tourism activities and responsible tourism practices are central to the industry's long-term success.

In the context of the Indonesian tourism sector, translating the ability-motivation-opportunity (AMO) framework into opportunity-ability-motivation (OAM) with "Opportunity" as the leading factor is justified by the industry's cultural and economic dynamics. Prioritizing opportunities underscores the central role that tourists and customer engagement play in the sector. It acknowledges the need to create conducive conditions for employees to utilize their abilities and be motivated to deliver exceptional service. This adaptation recognizes the unique characteristics of the Indonesian tourism industry and reflects the customer-centered and culturally sensitive approach that is often necessary for success in this sector. OAM framework is also aligned with the growing focus on sustainability in the tourism industry. By creating opportunities for employees to engage in sustainable practices, organizations can help to protect the environment and local communities, which is essential for the long-term success of the sector.

Overall, the OAM framework is valuable for organizations in the Indonesian tourism sector to understand and manage the key factors contributing to employee performance and organizational success.

By adapting the AMO framework to the industry's unique characteristics, the OAM framework can help organizations create a more engaged and motivated workforce, which is essential for delivering exceptional service to tourists and customers. This is because AMO theory can be used to explain tourism behavior in a number of ways, as illustrated by the following studies:

Green employee behavior in the hotel industry: A study by Sibian and Ispas (2021), used AMO theory to identify the driving factors of green employee behavior in the hotel industry. The study found that identifying the personal tendency of hotel employees to adopt an environmentally friendly behavior (ability) and identifying the main motivations that can determine the hotel's employees to adopt a green behavior (motivation) are important factors in promoting green behavior among hotel employees.

Pro-environmental behavior of employees: Another study by Iftikar et al. (2022) examined the extent to which green human resource management impacts the pro-environmental behavior of employees in hotel industry via the mediation of employee motivation and ability. The study found that green HRM practices have a

positive impact on employee pro-environmental behavior, and this relationship is mediated by employee motivation and ability.

Entrepreneurial behavior tendency of rural residents in tourism: A study by Yang et al. (2023) used AMO theory to explain the influence of digital penetration on the entrepreneurial behavior tendency of rural residents in tourism. The study found that digital literacy (ability), entrepreneurial passion (motivation), and social relationships (opportunity) are important factors that influence the entrepreneurial behavior tendency of rural residents in tourism.

Overall, AMO theory can be used to explain tourism behavior by considering the interplay between an individual's ability, motivation, and opportunity. By understanding these factors, tourism organizations can develop strategies to promote desirable behavior among employees and customers, but adjusted to OAM when implemented in Indonesia.

Managerial Implication

The influence of the ability-motivation-opportunity (AMO) framework on environmental performance in the Indonesian tourism industry must consider the sector's unique cultural, environmental, and economic dynamics. Therefore, how the AMO framework's components—ability, motivation, and opportunity—interact with the specific challenges and opportunities within Indonesian tourism will shed light on its relevance and adaptability in this context. In Indonesia, the tourism industry blends traditional and modern practices. Cultural tourism, for example, prominently features traditional rituals and customs alongside contemporary hospitality practices. This interplay can affect how employees perceive their roles and responsibilities, necessitating a more nuanced understanding of motivation and opportunity factors within the AMO framework. Like many other tourism industries, the Indonesian sector places a significant emphasis on meeting the needs and expectations of tourists. These tourists create opportunities for businesses and employees to provide services, generate revenue, and contribute to the local economy. Therefore, prioritizing "Opportunity" reflects the industry's customer-centric nature.

Conclusion

To comprehensively investigate the impact of the ability-motivation-opportunity (AMO) framework on environmental performance in the Indonesian tourism industry, it is imperative to consider the unique cultural, environmental, and economic intricacies inherent to this sector. This study has the potential to examine the interplay between the AMO framework's components—ability, motivation, and opportunity—and the specific challenges and opportunities present in the Indonesian tourism industry. Within this context, adapting the AMO framework to opportunity-ability-motivation (OAM), with "Opportunity" playing a prominent role, is justified by the industry's cultural and economic characteristics. Prioritizing opportunities

underscores the significant role of tourists and customer engagement while recognizing the need to create conducive conditions for employees to effectively utilize their abilities and be motivated to deliver exceptional service. This adaptation acknowledges the distinct attributes of the Indonesian tourism industry and embodies the customer-centric and culturally sensitive approach that is often necessary for success in this sector.

This study may have some limitations. First, it will use cross-sectional data rather than a longitudinal sample collected at several points in time to support the findings. Second, it will only examine links between limited constructs. Therefore, future research should examine additional variables likely to influence the explored relationships. Finally, the obtained results will not imply a definitive conclusion about the analyzed relationships and may have limited generalizability due to the industries and geographical specificity of the researched sample. Future studies should be expanded to more expansive geographical territories outside of South Kalimantan province so that the findings are generalizable for the developing country of Indonesia.

Acknowledgments

The authors would like to thank Lambung Mangkurat University for funding this research under PDWM Research Grant Scheme, No. 167/E4.1/AK.04.PT/2023.

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ZIELONE ZARZĄDZANIE ZASOBAMI LUDZKIMI DLA ZRÓWNOWAŻONEGO ROZWOJU TURYSTYKI

Streszczenie: Niniejsze badanie analizuje znaczenie praktyk zielonego zarządzania zasobami ludzkimi (GHRM) w promowaniu ochrony środowiska w indonezyjskim sektorze turystycznym. Wykorzystując modelowanie równań strukturalnych (SEM) na próbie 250 pracowników branży turystycznej, wykazano, że zdolności, motywacja i możliwości pracowników odgrywają zasadniczą rolę w poprawie efektywności środowiskowej. Jednak najbardziej intrygującym odkryciem jest to, że ramy AMO należy przełożyć na OAM (szanse, zdolności i motywacja) w kontekście indonezyjskim, co sugeruje, że możliwości odgrywają bardziej znaczącą rolę w wpływaniu na zachowanie pracowników niż umiejętności. Wyniki badania mają istotne implikacje dla decydentów i interesariuszy sektora turystycznego w Indonezji i innych krajach rozwijających się. Badanie podkreśla potrzebę opracowania i wdrożenia praktyk GHRM dostosowanych do konkretnych potrzeb i wyzwań tych kontekstów. Ponadto wyniki sugerują, że możliwości, takie jak programy szkoleniowe i rozwojowe, mogą być skuteczniejsze niż same zdolności w motywowaniu pracowników do przyjęcia zielonych praktyk.

Słowa kluczowe: AMO, zielone zasoby ludzkie, wdrożenie, sektor turystyczny