

The Influence of Environmental Orientation and Green Human Resource Management on Green Competitive Advantage Mediated by Green Innovation Case Study in the Hotel Industry in Padang City



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ABSTRACT: This research aims to analyze The influence of environmental orientation and green human resource management on green competitive advantage mediated by green innovation, case study in the hotel industry in Padang City. The type of research used in this research is explanatory research, with the research method being an explanatory survey which prioritizes quantitative methods. The population is owners, employees at manager, director or CEO level or strategic managerial positions in the hotel industry in Padang City. Based on data on the number of Hospitality Accommodation (Units) for the 2022 period in Padang City, the number of hotels is 122 hotels. The sampling technique uses Non Probability Sampling method with Saturation Sampling technique, where each hotel will be studied by 2 people each. The data analysis method uses Structural Equation Modeling - Partial Least Square (SEM-PLS). The research results show that environmental orientation has a positive and significant effect on green innovation. Environmental orientation does not have a significant effect on green competitive advantage. Environmental orientation has a positive and significant effect on green competitive advantage mediated by green innovation. Green human resource management has a positive and significant effect on green innovation. Green human resource management has a positive and significant effect on green competitive advantage. Green human resource management has a positive and significant effect on green competitive advantage mediated by green innovation. Green innovation has a positive and significant effect on green competitive advantage

KEYWORDS: Environmental Orientation; Green Human Resource Management; Green Innovation; Green Competitive Advantage

I. INTRODUCTION

Currently, the world is faced with the issue of climate change due to damage to the environment, in research Sachs et al., (2019) It is said that the world, through members of the United Nations (UN), has established and agreed to an agreement contained in the 2030 Agenda with 17 Sustainable Development Goals (SDG) and the Paris Agreement to resolve the issue of climate change. SDG focuses on targets related to Prosperity (Prosperity), People (Human Resources), Planet (environment), Peace (Peace) and Partnership (Cooperation) or what is known as 5P. It is hoped that the Paris Agreement will have an impact with zero greenhouse gas emissions with a target of realization in 2050. In this way, the issue of climate change becomes the responsibility of all parties.

Based on a report issued by the International Institute for Applied System Analysis (IISA) entitled The World in 2050 (van der Leeuw et al., 2018) It is said that there are several challenges that will be faced by the world to achieve the goal by 2050. Current trends (regarding the environment, humans and natural resources) cannot yet be said to be ideal, and this must be changed as soon as possible to be able to achieve the goals that have been set. desired. This is because many parties do not understand how to adopt and apply the SDGs.

In 1987, the World Commission on Economic Development popularized sustainable development. Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. WCED emphasizes that sustainable development requires the simultaneous application of environmental,

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economic principles and justice (WCED, 1987). There are three dimensions to the sustainable development of an organization, namely environment, economy and human resources. Where to achieve this goal, all of these dimensions must be met (Bansal, 2005).

A growing business can cause environmental problems due to the exploitation of natural resources. The use of resources and the environment is an important aspect in creating stable business competitiveness, so this problem forces businesses to create competitiveness that cares about the environment (Widiyati & Murwaningsari, 2021). Continuous and sustainable growth is absolutely necessary for organizations to be able to achieve the targets or goals that have been set. The use of resources (resource based view) confirms the company's ability to respond to the external environment and use internal resources so as to create innovative strategic directions and increase company profits (Hsiao et al., 2018).

These environmental problems and company performance can actually be solved by creating a green competitive advantage within the company. Fatoki (2021) states that green competitive advantage is a situation where a company occupies a certain position regarding environmental management that is difficult for competitors to imitate, and thus the company can benefit from a successful environmental strategy. In building a green competitive advantage, companies must rely on a mixture of benefits from consumer emotions and features of a product that focuses on the environment (Duffett et al., 2018). So based on the opinion above, it can be concluded that green competitive advantage will emerge if the existing competitive advantage is added to environmental factors as an inseparable element in each dimension.

At this time, companies are required to be able to carry out sustainable practices, this is due to government regulations, international agreements, industrial practices and rules related to the environment, as well as changes in consumer interest which are becoming pro-environment, so this makes companies must be able to pay attention environmental aspects (Fatoki, 2021). However, not all environmental issues can be understood by companies, because there are several differences of opinion, so that a company's understanding of environmental issues can be a strategic bridge to connect business and the environment (Banerjee, 2002). Environmentally oriented companies can reduce costs and increase innovation and competitive advantage (Fatoki, 2021)

The Ministry of Environment and Forestry stated that throughout 2019 there had been incidents of environmental destruction, namely the burning of 1.5 million hectares of forest. In this incident, there was a company that was proven to be involved in this incident, namely one of the board of commissioners of PT. PMB is a suspect in the case of destruction of the protected forest, Sei Hulu in Batam city. Currently the perpetrator is being held at the Salemba detention center, Central Jakarta, with a maximum sentence of 10 years in prison and a fine of Rp. 10 Billion. This case is included in the serious criminal category (Widiyati & Murwaningsari, 2021). This is one of the many cases in Indonesia of resource exploitation activities carried out by companies without paying attention to the impact on the environment. The government has actually made regulations that must be followed to prevent environmental damage. The statutory regulations consist of Law No. 23 of 2009 concerning environmental protection and management, Law No. 18 of 2008 concerning waste management and Law No. 11 of 2020 concerning Job Creation. This regulation cannot have much impact due to weak law enforcement and supervision and also from the business world in Indonesia which does not want to change behavior patterns that are more environmentally friendly. Behind this, the Government is currently intensively increasing the growth of the green industry in Indonesia, this is because the global market is currently dominated by products from the green industry. This is also reinforced by the destination country having implemented a green industry category if it wants domestic products to enter that country (Republic, 2023).

West Sumatra Province has an area of 42,119.54 km² with an average environmental quality index (IKLH) of 74.98 consisting of a water quality index of 55.64, an air quality index of 90.65, a land quality index of 64 .01 and a sea water quality index of 88.32. The estimated daily waste generated by West Sumatra Province is 2,285.88 tonnes per day in 2022 or an increase of 85.05 tonnes per day compared to 2021 of 2,200.83 and a decrease of 307.83 tonnes per day compared to 2020 of 2,593.71. The number of large and medium industries operating in West Sumatra Province in 2020 was 192 units, with a workforce of 23,723 workers, 55.73% of these large and medium industries were engaged in the food industry. Then the three largest micro and small industries (IMK) in West Sumatra Province in 2021 are 39,944 food industry units, 17,388 apparel industry units, and 8,612 non-metallic mineral industry units, where the largest number of companies in micro and small industries in 2021 are located in Agam District has 14,839 units, while Mentawai Island is the region with the smallest number of companies with 1,115 units (BPS-Sumbar, 2023b)

Furthermore, one estimate of waste generation in West Sumatra Province is produced by the city of Padang, which is one of the cities in West Sumatra Province. The estimated daily waste generation from Padang City in 2022 is 643.76 tonnes per day or an increase of 4.35 tonnes per day compared to 2021 of 639.41 tonnes per day and a decrease of 19.72 tonnes per day compared to 2020 of 663. 48 tons per day. Of the 192 large and medium industrial units operating in West Sumatra Province in

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2020, 68 of them came from the city of Padang with a workforce of 12,855 workers. Meanwhile, if we look at the number of companies in micro and small industries in the city of Padang in 2021, there are 6,774 units in this category (BPS-Sumbar, 2023b)

In fact, of the various existing industries, there are several industries in West Sumatra Province and Padang City that are leading to the implementation of green industrial standards, one of which is PT. Semen Padang. This is proven by the awards won by PT. Semen Padang in the Best Performance Category for Implementing Green Industry from the Ministry of Industry. PT. Semen Padang received this award because it was able to prioritize efficiency and effectiveness efforts in the sustainable use of resources in every business process (Antara, 2022). Apart from receiving an award from the Ministry of Industry, PT. Semen Padang also received the Company Performance Rating Assessment Program (PROPER) award in the 2015 – 2016 period from the Ministry of Environment and Forestry and two other companies that also received the PROPER award, namely PT. Pertamina (Persero) Marketing Operation Region I TBBM Teluk Kabung and PT. Pertamina (Persero) Marketing Operation Region I DPPU Minangkabau. This Green Assessment uses several criteria that must be met, including the criteria for implementing an environmental management system, energy efficiency, water conservation, reducing emissions, protecting biodiversity, 3R B3 waste and non-B3 solid waste and community empowerment. Meanwhile, the hospital and hotel objects cannot be announced yet because there are no significant changes to these objects (West Sumatra, 2016).

From the facts above, the industry that has started to implement green industry in the West Sumatra Province and Padang City is the manufacturing industry, where they have implemented and prioritized effectiveness and efficiency in managing resources with sustainable goals, while in the hotel industry there is still no award. the like. This increases the author's motivation to research and find out how the development and implementation of green industry standards in the hotel industry in West Sumatra Province, especially in the city of Padang.

If we look at the results of the Hotel Food Waste Management Study in Padang City Based on the 2022 Food Recovery Hierarchy, it is found that hotel food waste in the city of Padang has a generation of 249 liters/day/hotel with a composition of 75.30% organic waste, 11.35% plastic waste, paper waste 10.72% and other waste 4.86%. This waste has chemical and biological characteristics that are suitable for biological processing. This waste also has the potential to recycle various types of waste components such as organic waste, metal, glass, plastic and paper. Where the recommended food waste management for hotels in Padang City is waste management based on the Food Recovery Hierarchy which can be applied to each source, so that it can minimize waste entering the landfill and is also beneficial for living creatures and plays an important role in preserving the environment (Dewilda et al., 2022)

The hotel sector, which is included in the tourism industry, must be able to create more environmentally friendly work processes, such as reducing water, energy and material consumption (Fatoki, 2021). In the hotel industry, sustainability issues are of paramount importance, because their operations naturally consume large amounts of resources. So this industry has an impact on the environment because they consume non-durable resources with unlimited use, and from their operations they also have an impact on the environment due to the emission of pollutants from materials that are not environmentally friendly (cannot be recycled) so that the hotel industry faces great pressure from local and international stakeholders, both environmental and economic pressure. For example, managers in the hotel industry must strive to satisfy the ever-growing segment of their customers who want to pay for their experience using environmentally friendly hotels, and at the same time managers must be able to control hotel operational costs (Aboelimged, 2018).

Hospitality and tourism are two inseparable industries. Hotels need tourists who visit tourist attractions as potential guests who stay overnight and provide income to the hotel. If a tourist attraction is well-known and frequently visited, many hotels in the surrounding area will also be accommodated. If the tourism sector is sluggish then the occupancy rate or hotel stay rate will also be sluggish because there are no tourists staying overnight. Yue (2023) stated that accommodation that is concerned about environmental sustainability can attract tourists to stay overnight.

Based on data from the Central Statistics Agency (Central Statistics Agency, 2023) in the June 2023 National Tourism and Transportation Development report, it was stated that the tourism sector was in a recovery trend after previously experiencing a decline due to the pandemic, this is proven by the growth in foreign tourist visits of 119.64% in June 2023 when compared to the same month last year. Likewise, the domestic tourism sector is also experiencing recovery as seen by domestic tourists recorded making 433.57 million trips in the first semester of 2023 or an increase of 12.57% compared to the first semester of 2022. The recovery in the tourism sector also has an impact on the hotel industry as can be seen from There has been an increase in the Room Occupancy Rate (TPK) in star-rated hotels, where in June 2023 it rose 3.39 points y-on-y and rose 4.65 points m-to-m or reached 53.67 percent. The same thing also happened in the non-star hotel industry, the ROR for non-star hotels in June 2023 reached 24.58 percent, up 0.66 points y-on-y and up 0.34 points m-to-m. then the average length of stay of guests in star-rated hotels increased by 0.05 points compared to last year, reaching 1.66 days(Central Statistics Agency, 2023)

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Based on data from BPS West Sumatra 2023 in the June 2023 West Sumatra Tourism Statistics Development Report, it is explained that in June 2023 there were 5,226 visits by foreign tourists to West Sumatra through the Minangkabau International Airport entrance, an increase of 13.02 percent compared to the previous month. The Room Occupancy Rate (TPK) for star hotels in West Sumatra in June 2023 was 57.96 percent, an increase of 6.92 percent compared to the previous month's TPK, the TPK for non-star hotels in West Sumatra in June 2023 was 21.06 percent, an increase of 4.10 percent compared to the previous month's TPK (BPS-Sumbar, 2023a). One of the hotels occupied by foreign and domestic tourists is in Padang City, which is a city in West Sumatra Province. The following is the number of hotel accommodations according to hotel classification in the city of Padang for the 2019-2022 period:

Table 1. Number of Hospitality Accommodations (Units) for the 2019-2022 Period in Padang City

Hospitality Classification	Number of Hospitality Accommodations (Units)			
	2019	2020	2021	2022
A five-star hotel	1	-	-	-
Four Star Hotel	8	9	10	10
Three Star Hotel	8	13	14	14
Two Star Hotel	13	11	11	11
One Star Hotel	8	11	11	11
Non Star Hotel	77	71	76	76
Total	115	115	122	122

Source:(BPS-Padang, 2023)

Based on the data in table 1 it can be seen that from the number of hotel accommodations in the city of Padang, although the overall number is the same, namely 115 hotels in 2019 and 2020, there has been a shift in the number of hotel classifications in 2020 when compared to 2019. Meanwhile for 2021 and 2022 the total number of hotels constant at 122 hotels and the hotel classification has not changed. This shows that as the number of hotel accommodations grows, which can be seen from changes in hotel classification, there will also be changes in the ability to manage environmentally friendly hotels. This is because the Star Classification of hotels is simply an assessment of the facilities and services as well as the management capabilities of a hotel.

The hotel industry in Indonesia in general and the city of Padang in particular will always grow. Next, the hotel industry will be faced with how they can grow by implementing sustainability principles. What the hotel industry in the city of Padang can do is create a green competitive advantage, with the aim of creating collective learning and the ability to innovate to create environmentally friendly products for ecological management which will positively influence the company's ability to design environmentally friendly products and innovation processes (Zameer et al., 2020). Organizations that are able to create a green competitive advantage can differentiate themselves from competitors, retain employees who are committed to the environment and social affairs and improve the company's reputation and can expand market segments that are more concerned with environmental aspects.

Environmental orientation described as the concept of corporate responsibility towards the environment. Where companies are aware that the activities they carry out have an impact on the environment and want to minimize this impact. Environmental orientation can also be said to be a company's social responsibility because it cares about the environment and responds to the needs of stakeholders. Environmental orientation shows the extent to which a company incorporates environmental issues into its strategy with the aim of reducing the harmful impacts of its activities on the natural environment (Fatoki, 2021).

Green human resource management It is also very important to achieve sustainable growth. Green human resources have two aspects that must be fulfilled, namely environmental competence and commitment. Competence can be improved in various ways, for example; improving the spirit of leadership, training, managing talent, and involving employees, while commitment can be formed by having a high social spirit and protecting the environment from company leaders and being supported by top level managers to encourage employees to be involved in actions to protect the environment. Based on previous research. The actions taken can have a positive impact on green competitive advantage and will give rise to green innovation (Muslim et al., 2020). Environmentally friendly innovation has a big role in environmentally friendly growth (OECD, 2013). Green innovation can be described as innovation that helps reduce waste, prevent pollution and conserve resources.

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II. RESEARCH METHODS

Explanatory Research is the type of research used in this research. This research method is an Explanatory Survey with quantitative methods.(Sekaran & Bougie, 2016). The population in this study are owners, employees at manager, director or CEO level or strategic managerial positions in the hotel industry in Padang City. Based on data on the number of Hospitality Accommodation (Units) for the 2022 period in Padang City, the number of hotels is 122 hotels. Sampling in this study used the Non Probability Sampling method with the Saturation Sampling technique. Each hotel will be studied by 2 people each, so the total sample is 244 people. In this research, measuring Green Competitive Advantage refers to the indicators used Fatoki (2021) And Chen & Chang (2013). Furthermore, to measure environmental orientation, it refers to the indicators used Fatoki, (2021). Then to measure green human resource management refers to the indicators used Muisyo & Qin (2021) as well as to measure green innovation refers to the indicators used Fatoki (2021).

In this research, the data collection method was carried out by means of field studies. Respondents will be given a questionnaire with measurements using a Likert scale. Data analysis uses the Structural Equation Modeling - Partial Least Square (SEM-PLS) method. Mediation testing strategies use theory Hair et al., (2017) which uses the significance path coefficient.

III. RESEARCH RESULTS AND DISCUSSION

SEM-PLS data processing uses a second order model. Second order is used for variables that have dimensions and each dimension is explained by an indicator. Where the testing will go through two levels, firstly testing for dimensions to indicators and secondly from variables to dimensions. The structural assessment model uses R-square as well as the t test and the significance of parameter coefficients to test the hypothesis.

R-Square Valuation

The R-squares value is used to assess the ability of the independent latent variable to explain whether the dependent latent variable has substantive explanatory ability(Hair et al., 2014)(Hair et al., 2014)(Hair et al., 2014)(Hair et al., 2014)(Hair et al., 2014)(Hair et al., 2014)(Hair et al., 2014)(Hair et al., 2014)(Hair et al., 2014)(Hair et al., 2014). The estimated R-square value can be seen in Table 2 below.

Table 2. R Square Assessment

	R Square
Green Competitive Advantage	0.670
Green Innovation	0.622

Source: Results of primary data processing (2024)

From table 2 it can be seen that the R-Square value for the variable is obtained green competitive advantage of 0.670. This value shows that 67% of the environmental orientation, green human resource management and green innovation variables can explain the green competitive advantage in the hotel industry in Padang City, while the remaining 33% is explained by other variables not explained in this research.

The R-Square value for the green innovation variable is 0.622. This value shows that 62.2% of the environmental orientation and green human resource management variables can explain green innovation in the hotel industry in Padang City, while the remaining 37.8% is explained by other variables not explained in this research.

Hypothesis test

Hypothesis testing/value significance can be obtained from the output path coefficient (Mean, std-dv, and T-value). Next, the original sample value is used to show positive (+) or negative (-) correlation. A hypothesis is accepted if the calculated t value > t table with a confidence level of 95% or a significance level of 5%, or when the significance value is smaller than 0.05, meaning it has a significant influence (Hair et al., 2014).

In this study, testing of the hypothesis results was declared acceptable for the results of the one-tailed hypothesis (1-way hypothesis) provided that it was a large t-statistical value from the t table value (1.65) for a degree of significance of 0.05 (Hair et al., 2014). The results of the direct influence hypothesis test (path coefficient) in this research can be described as follows:

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Table 3. Path Coefficient Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Environmental Orientation -> EO-External Environmental Orientation	0.954	0.954	0.008	116,383	0,000
Environmental Orientation -> EO-Internal Environmental Orientation	0.979	0.979	0.004	267,384	0,000
H2 Environmental Orientation -> Green Competitive Advantage	0.117	0.114	0.092	1,269	0.103
H1 Environmental Orientation -> Green Innovation	0.483	0.478	0.063	7,677	0,000
Green Competitive Advantage -> GCA-Imperfect imitability	0.938	0.939	0.015	63,528	0,000
Green Competitive Advantage -> GCA-Rareness	0.847	0.849	0.023	36,527	0,000
Green Competitive Advantage -> GCA-Sustainability	0.910	0.911	0.015	60,917	0,000
Green Competitive Advantage -> GCA-Value	0.837	0.838	0.032	26,203	0,000
Green Human Resource Management -> GHRM-Employee Recruitment & Selection	0.722	0.729	0.042	17,031	0,000
Green Human Resource Management -> GHRM-Employee Training & Development	0.874	0.873	0.022	40,382	0,000
Green Human Resource Management -> GHRM-Performance Management & Appraisal	0.926	0.927	0.013	69,172	0,000
Green Human Resource Management -> GHRM-Reward & Payment System	0.928	0.928	0.015	63,438	0,000
H5 Green Human Resource Management -> Green Competitive Advantage	0.394	0.400	0.086	4,587	0,000
H4 Green Human Resource Management -> Green Innovation	0.368	0.375	0.067	5,516	0,000
Green Innovation -> GI-Green Organization Innovation	0.853	0.851	0.023	37,014	0,000
Green Innovation -> GI-Green Process Innovation	0.943	0.943	0.010	97,077	0,000
Green Innovation -> GI-Green Product Innovation	0.930	0.929	0.014	67,891	0,000
H7 Green Innovation -> Green Competitive Advantage	0.388	0.384	0.098	3,945	0,000

Source: Results of primary data processing (2024)

From the Path Coefficient results in table 3, it can be seen that all first order environmental orientation constructs have a significant effect on the second order environmental orientation constructs where the resulting t-statistic value for all first order constructs is > 1.96 and the significance value is < 0.05, which means that internal environmental orientation And external

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environmental orientation is the dimension of environmental orientation. This means that all first order constructs are dimensional constructs that form constructs environmental orientation.

From the Path Coefficient results in table 3 it can be seen that all first order constructs green human resource management turns out to have a significant effect on the second order construct green human resource management where the resulting t-statistic value for all first order constructs is > 1.96 and the significance value is < 0.05 which means that employee recruitment & selection, employee training & development, performance management & appraisal and reward & payment system is a dimension of green human resource management. This means that all first order constructs are dimensional constructs that form constructs green human resource management.

From the Path Coefficient results in table 3 it can be seen that all first order constructs green innovation turns out to have a significant effect on the second order construct green innovation where the resulting t-statistic value for all first order constructs is > 1.96 and the significance value is < 0.05 which means that green product innovation, green process innovation and green organizational innovation is a dimension of green innovation. This means that all first order constructs are dimensional constructs that form constructs green innovation

From the Path Coefficient results in table 3 it can be seen that all first order constructs green competitive advantage turns out to have a significant effect on the second order construct green competitive advantage where the resulting t-statistic value for all first order constructs is > 1.96 and the significance value is < 0.05 which means that value, rareness, imperfect imitability and sustainability is a dimension of green competitive advantage. This means that all first order constructs are dimensional constructs that form constructs green competitive advantage.

The results of the indirect effect hypothesis test in this research can be described as follows:

Table 4. Results indirect effects

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H3	Environmental Orientation -> Green Innovation -> Green Competitive Advantage	0.187	0.185	0.059	3,153	0.001
H6	Green Human Resource Management -> Green Innovation -> Green Competitive Advantage	0.143	0.142	0.040	3,543	0,000

Source: Results of primary data processing (2024)

The Influence of Environmental Orientation on Green Innovation

The results of testing the first hypothesis show the original value of the influence sample environmental orientation to green innovation is positive at 0.483 which indicates that the direction of influence is positive. The t-statistics value is $7.677 > 1.65$ with a p value of $0.000 < 0.05$. This shows that environmental orientation has a positive and significant effect on green innovation in the hotel industry in Padang City, thus the first hypothesis is accepted. This shows that the better the implementation of environmental orientation in terms of internal environmental orientation and external environmental orientation, the more green innovation will increase in the hotel industry in the city of Padang.

Furthermore, if we look at the hotel classification, the hotel industry in the city of Padang which is dominated by non-star hotels, the management is mostly handed over to the general manager, who is all male as a professional who works in hotels who has the task of planning, organizing and directing all management operations. daily hotel activities with the aim of ensuring the hotel's performance runs smoothly. Meanwhile, women occupy positions as managers in small numbers.

Researchers found that this was related to internal conditions environmental orientation which has more influence on green innovation on The hotel industry can be seen from the highest average answer of 3.82 with a respondent achievement rate (TCR) of 76.4%. This shows that the majority of general managers and managers who were respondents in the research agreed that internal environmental orientation was implemented well. This is because their hotel has indeed made a concerted effort to make every employee understand the importance of environmental preservation, realized by having a clear policy statement that encourages environmental awareness and makes environmental preservation one of the priorities in the company's activities while also showing that preserving the environment is one of the company's values. company. Where this is done by complying

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with environmental policies in operating the hotel, as well as trying to implement the use of environmentally friendly products, carrying out waste management, controlling noise and managing water waste and managing the disposal of toxic chemicals.

But on external environmental orientation Implementation has not been optimal, it can be seen from the perspective that our company's financial welfare depends on the state of the natural environment, where 56 respondents (42.1%) answered that they disagreed. This is because their hotel industry includes more in the non-star hotel classification, where these hotels are usually rented at relatively cheap prices, the facilities they have are also standard so that focusing on running a hotel with an environmentally friendly concept cannot be carried out optimally due to cost constraints. However, their hotels are still in demand by their customers.

In developing an organization that is active in responding to complex and easily changing business environment problems, environmentally friendly practices that have an impact are needed. Environmental orientation can be a reference for managers to adopt this habit in making decisions and strategies. This adoption activity is a form of innovation in complex and valuable strategic decisions (Zameer et al., 2020)

The results of this study are consistent with the research results Fatoki (2021) who discovered environmental orientation(internal and external) and green innovation are significantly positively related. These findings show that having an environmental orientation strategy allows companies to focus on innovation that will lead to energy conservation, waste reduction, as well as recycling and pollution. Likewise with research results Zameer et al., (2020) who found that environmental orientation had a significant and positive effect on green innovation.

The Influence of Environmental Orientation on Green Competitive Advantage

The results of testing the second hypothesis show the original value of the influence sample environmental orientation to green competitive advantage is positive at 0.117 which indicates that the direction of influence is positive. The t-statistics value is $1.269 < 1.65$ with a p value of $0.103 > 0.05$. This shows that environmental orientation does not have a significant effect on green competitive advantage on hotel industry in Padang city, thus the second hypothesis is rejected. This shows environmental orientation does not make a significant contribution to increasing the green competitive advantage of the hotel industry in Padang City.

The reason environmental orientation does not have an impact on green competitive advantage in the hotel industry in Padang City is because hotel industry business actors in Padang City who are respondents in this research generally classify hotels as non-star hotels. Based on respondents who represent hotel industry business actors in the city of Padang to provide an assessment of their hotels, generally they have positions as general managers and managers, the majority of respondents are people who have worked in positions ranging from 5-10 years, totaling 108 people and they have The position of general manager or manager before holding this position in the hotel industry in Padang City means that they have had experience working in the same position previously. However, implementing a business that has an environmental orientation is still limited, where more can be realized in the form of internal environmental orientation rather than external environmental orientation.

This is proven from external environmental orientation which received the lowest assessment in terms of respondent achievement level with an average answer of 3.70 with a respondent achievement level (TCR) of 74%. Where the majority of general managers and managers who were respondents in the research agreed that external environmental orientation was implemented well but was still not optimal. This can be seen, for example, from 56 respondents (42.1%) who answered that they did not agree that the financial well-being of their hotel company depends on the state of the natural environment because their hotel industry is classified as more of a non-star hotel, where these hotels are usually rented at a lower price. which is relatively cheap, the facilities they have are also standard so that focusing on running a hotel with an environmentally friendly concept cannot be carried out optimally due to cost constraints, however their hotels are still in demand by their customers even though the focus on how the company meets the expectations of external stakeholders regarding environmental issues is not yet can be realized maximally in the form of responsibility and commitment.

In addition, companies with environmental management systems show significant differences in cost leadership and differentiation strategies compared to companies without environmental management systems. Companies with an environmental management system can obtain much better operational efficiency and greater supply chain optimization than companies without an environmental management system. Companies with environmental awareness, environmental conservation policies, and responsible environmental management are able to increase their competitive advantage(Atkin et al., 2012).

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The results of this study are not consistent with the research results Fatoki (2021) who discovered environmental orientation (internal and external) and green competitive advantage are significantly positively related. Likewise with research results Zameer et al., (2020) who found that environmental orientation had a positive effect on green competitive advantage.

The Influence of Environmental Orientation on Green Competitive Advantage Mediated by Green Innovation

The results of testing the third hypothesis show the original value of the influence sample environmental orientation towards green competitive advantage mediated by green innovation is positive at 0.187 which indicates that the direction of influence is positive. The t-statistics value is $3.153 > 1.65$ with a p value of $0.001 < 0.05$. This shows that environmental orientation has a positive and significant effect on green competitive advantage mediated by green innovation in the hotel industry in Padang City, thus the third hypothesis is accepted.

Based on the results of testing the resulting mediation effect for influence environmental orientation towards green competitive advantage mediated by green innovation in the hotel industry in Padang City in the form of a significant indirect relationship but the direct relationship is not significant so that conclusions can be drawn from the results of the decision is indirect-only mediation (mediation of indirect relationships only) in the form of full mediation (full mediation) refers to theory Hair et al., (2017).

Full mediation occurs when the independent variable is unable to significantly influence the dependent variable without going through the mediator variable. This indicates that green innovation as a mediating variable can be a perfect mediator of the influence between environmental orientation on green competitive advantage in the hotel industry in Padang City, because green innovation is seen from the perspective of companies trying to improve environmentally friendly packaging for new and existing products/services, and use environmental considerations in developing products and services. Apart from that, the company uses technology to save energy and/or water and reduce pollution while using less energy and water in the process of providing services to customers and has committed to reducing pollution and emissions of hazardous substances in the process of providing services to customers, which is something that hotel industry entrepreneurs consider as mediator of the influence of environmental orientation on green competitive advantage in the hotel industry in Padang City.

Innovation is the main determining factor for increasing a company's competitive advantage. As more environmental protection laws and regulations are introduced, it is increasingly important to plan the entire product life cycle when making product design decisions. Environmentally friendly product and process innovation reduces negative impacts on the environment on the one hand, but on the other hand, this innovation also increases the company's competitive advantage (Zameer et al., 2020)

These findings can be linked to stakeholder theory and the natural resource-based view (NRBV). Companies must consider the interests of various stakeholders. Environmental orientation strategy considers the company's relationship with its environment. Additionally, according to the NRBV, a company can gain a competitive advantage based on its environmental strategy and its relationship with the natural environment (Fatoki, 2021).

The results of this study are consistent with the research results Which confirm that green innovation mediates the relationship between environmental orientation, both internal and external, on green competitive advantage positively and significantly. Likewise with research results Zameer et al., (2020) who found that green innovation partially mediates the relationship between environmental orientation and green competitive advantage.

The Influence of Green Human Resource Management on Green Innovation

The results of testing the fourth hypothesis show the original value of the sample influence green human resource management to green innovation is positive at 0.368 which indicates that the direction of influence is positive. The t-statistics value is $5.516 > 1.65$ with a p value of $0.000 < 0.05$. This shows that green human resource management has a positive and significant effect on green innovation in the hotel industry in Padang City, thus the fourth hypothesis is accepted.

This shows that the implementation of green human resource management is getting better in terms of employee recruitment & selection, employee training & development, performance management & appraisal as well as reward & payment system then it will increase further green innovation on hotel industry in the city of Padang.

Furthermore, if we look at the hotel industry business actors in the city of Padang, in general, most of them run hotel businesses with the hotel classification being non-star hotels. If you look at the latest education, these employees have various levels of education, with the majority being a Bachelor's degree (S1) with the most years of work ranging from 5-10 years, where to get a position in a company at the general manager or manager level, you must first have work experience in the position. This position has a minimum educational requirement of Diploma III and can make educational adjustments as seen from the length of work and the position that can be held. This shows that the longer employees work with supporting education, the more skills and training they will receive, thereby developing the employee's human resource capabilities.

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Researchers found that this was related to this employee training & development which has more influence on green innovation on The hotel industry can be seen from the highest average answer of 3.90 with a respondent achievement rate (TCR) of 78%. This shows that the majority of general managers and managers who were respondents in the research agreed that employee training & development was carried out well. This is because by educating staff about the ecological impact of organizational activities which is an important point of the company as well as providing sustainable, relevant and effective environmental training programs by the HR department will help improve employee skills to be able to integrate sustainable environmentally friendly practices into their activities. HR policies and processes.

Next Hotel industry entrepreneurs in the city of Padang also consider implementing performance management & appraisal more as seen from the next highest average answer of 3.84 with a respondent achievement rate (TCR) of 76.8%. This shows that the majority of general managers and managers who were respondents in the research agreed that performance management & appraisal were also carried out well. This is because with employee training & development, of course performance management & appraisal can be implemented well because these things are interconnected so that in terms of the company's HR Department they can set clear environmentally friendly practice goals for each employee and individual environmental performance can be monitored by managers. HR in their company.

The hotel industry must proactively adopt methods to manage environmental complexity under the pressure of environmental policies and laws (Yong et al., 2019). Green human resource management is now increasingly widely recognized as an important practice in implementing environmentally friendly practices, which improve environmental performance and promote long-term development(Dragomir, 2020; Ren et al., 2018)

Previous research emphasizes human resource management increasing employee knowledge, abilities and capabilities, thereby encouraging company processes and product innovation (Seeck & Diehl, 2017). Therefore, there are three dimensions to show the positive impact of green human resource management on green innovation. First, the hotel industry must appoint workers who actively contribute to environmental activities to generate and sustain innovation (Renwick et al., 2013). Second, employees can gain the learning and abilities needed to develop their creativity and innovation through organizational training and engagement activities (Singh & El-Kassar, 2019). Third, employee behavior can be aligned with the organization's environmental goals through environmentally friendly performance management and cost reimbursement practices (Sepahvand et al., 2022)

The results of this study are consistent with the research results Munawar et al., (2022) who found that green human resource management had a positive effect on green innovation and found that green human resource management practices could motivate employees to care more about the environment and participate in environmental protection activities. Consequently, this proves that environmental activities can increase green innovation.

The Influence of Green Human Resource Management on Green Competitive Advantage

The results of testing the fifth hypothesis show the original value of the influence sample green human resource management to green competitive advantage is positive at 0.394 which indicates that the direction of influence is positive. The t-statistics value is $4.587 > 1.65$ with a p value of $0.000 < 0.05$. This matter show that green human resource management has a positive and significant effect on green competitive advantage on hotel industry in Padang city, thus the fifth hypothesis is accepted.

This shows that the implementation of green human resource management is getting better in terms of employee recruitment & selection, employee training & development, performance management & appraisal as well as reward & payment system then it will increase further green competitive advantage on hotel industry in the city of Padang.

This indicates that business actors in the hotel industry The respondents in this research considered the ability of implementing green human resource management to influence green competitive advantage in the hotel industry. If we look at the hotel industry business actors in the city of Padang, in general they run more hotel businesses with the hotel classification being non-star hotels. Researchers found that in relation to this, in implementing green human resource management, the things most considered sequentially are employee training & development, performance management & appraisal, then the reward & payment system and finally employee recruitment & selection. The consideration of employee recruitment & selection was taken as the final consideration because the majority of general managers and managers who were respondents in the research agreed that employee recruitment & selection was carried out well. However, it is still not optimal, as seen by 56 respondents (42.1%) who answered that they quite agree that employees who have knowledge of environmental sustainability have a higher chance of being employed by the company because even though the recruitment and selection process is considered to be getting employees who suit the company's needs. However, new employees must still be given training and receive development

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programs. This aims to ensure that new employees have the same vision and mission as the company. At least it is able to increase awareness about the environmental impact of company activities.

Green human resource management is a significant factor in increasing the sustainability factor of the hotel industry, this is done by means of training, motivation, reward systems, a sense of ownership and empowerment (Pereira-Moliner et al., 2021). Green human resource management has been proven to be able to improve the environmental practice performance of the hotel industry as studied by Ahmed et al., (2021) in Pakistan. When top management implements green human resource management in practice, it proves that top management cares about environmental issues. Steps that can be taken are minimizing environmental degradation, handing over tasks to certain departments to start environmentally friendly activities and minimizing resource distribution through a reasonable budget.

The Influence of Green Human Resource Management on Green Competitive Advantage Mediated by Green Innovation

The results of testing the sixth hypothesis show the original value of the influence sample green human resource management towards green competitive advantage mediated by green innovation is positive at 0.143 which indicates that the direction of influence is positive. The t-statistics value is $3.543 > 1.65$ with a p value of $0.000 < 0.05$. This shows that green human resource management has a positive and significant effect on green competitive advantage mediated by green innovation in the hotel industry in Padang City Thus the sixth hypothesis is accepted.

Based on the results of testing the resulting mediation effect for influence green human resource management towards green competitive advantage mediated by green innovation in the hotel industry in Padang City in the form of direct and indirect relationships, all of which are significant and have coefficients in the same direction. so it can be concluded that the form of mediation is Complementary mediation in the form of partial mediation (partial mediation) referring to theory Hair et al., (2017).

Partial mediation occurs when the independent variable is able to directly influence the dependent variable without involving the mediator variable. This indicates that green human resource management can directly influence green competitive advantage without involving green innovation. However, it can also be used as a mediating variable for the influence of green human resource management on green competitive advantage in the hotel industry in Padang City, because green innovation is seen from the perspective of companies trying to improve environmentally friendly packaging for new and existing products/services, as well as using environmental considerations in developing products and services. Apart from that, the company uses technology to save energy and/or water and reduce pollution while using less energy and water in the process of providing services to customers and has committed to reducing pollution and emissions of hazardous substances in the process of providing services to customers, which is something that hotel industry business players consider as a intermediary influence of green human resource management on green competitive advantage in the hotel industry in Padang City.

Innovation is the main determining factor for increasing a company's competitive advantage. As more environmental protection laws and regulations are introduced, it is increasingly important to plan the entire product life cycle when making product design decisions. Environmentally friendly product and process innovation reduces negative impacts on the environment on the one hand, but on the other hand, this innovation also increases the company's competitive advantage (Zameer et al., 2020)

Green human resource management very proven to be able to improve the performance of environmental practices of the hotel industry as studied by Ahmed et al., (2021) in Pakistan. When top management implements green human resource management in practice, it proves that top management cares about environmental issues. Steps that can be taken are minimizing environmental degradation, handing over tasks to certain departments to start environmentally friendly activities and minimizing resource distribution through a reasonable budget.

The Influence of Green Innovation on Green Competitive Advantage

The results of testing the seventh hypothesis show the original value of the influence sample green innovation to green competitive advantage is positive at 0.388 which indicates that the direction of influence is positive. The t-statistics value is $3.945 > 1.65$ with a p value of $0.000 < 0.05$. This shows that green innovation has a positive and significant effect on green competitive advantage on hotel industry in Padang city Thus the seventh hypothesis is accepted.

This shows that the better the implementation of green innovation in terms of green product innovation, green process innovation and green organizational innovation, the greater the green competitive advantage will increase on hotel industry in the city of Padang.

Furthermore, if we look at the hotel industry business actors in the city of Padang, in general they run more hotel businesses with the hotel classification being non-star hotels, where based on the research results, it was found that those who gave the most ratings to hotels were dominated by respondents who had the position of general manager, 98 people with 88 of them have worked in these positions for a period of 5 - 10 years. Furthermore, the remaining 35 people have manager positions

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with 20 of them having worked in that position for a long time ranging from 5 - 10 years, meaning that the majority of respondents are people who have worked in their position for around 5-10 years as many as 108 people and the rest have Working ranged from 1 - 5 years with 15 people holding the position of manager and length of service ranging > 10 years with 10 of the total respondents holding the position of general manager. This shows that even though these employees had the position of general manager or manager before holding that position in the hotel industry in Padang City, they already had experience working in the same position before.

Researchers found that this was related to length of work general managers and managers have the ability to carry out green innovation because they have worked in that position for a long time, of course with experience ranging from 5-10 years, they are able to provide experience and get an idea of carrying out innovation despite the limited ability of the hotel industry to be able to do it. Where in this research conditions of green product innovation which have a greater influence on green competitive advantage on The hotel industry can be seen from the highest average answer of 4.00 with a respondent achievement rate (TCR) of 80%. This shows that the majority of general managers and managers who were respondents in the research agreed that green product innovation was implemented well. This can be seen from the hotel industry trying to improve environmentally friendly packaging for soap and shampoo containers that can be refilled after use, some also use plastic and food packaging made from corn fiber. Then also reduce plastic bottles by providing glasses for drinking. Furthermore, because the hotel industry does not only produce food waste, but also produces paper, plastic, aluminum and bottles which can be recycled, several hotel industries use environmental considerations in developing products and services such as selling the paper, plastic, aluminum and bottle waste they produce for give it to scavengers or places that provide waste recycling. Apart from that, it provides a smoking area.

Innovation leads to the creation and introduction of new products and services that provide superior value to a company's customers. Innovation enables companies to attract new customers, retain existing customers, secure a leading position in the market, and gain competitive advantage (Chatzoglou & Chatzoudes, 2018). Innovation is the main determining factor for increasing a company's competitive advantage. As more environmental protection laws and regulations are introduced, it is increasingly important to plan the entire product life cycle when making product design decisions. Environmentally friendly product and process innovation reduces negative impacts on the environment on the one hand, but on the other hand, this innovation also increases the company's competitive advantage (Zameer et al., 2020)

Green innovation enabling companies to save costs, increase operational efficiency, gain an environmentally friendly reputation, and ultimately increase green competitive advantage (Zameer et al., 2020). This shows that through environmentally friendly product innovation, companies will achieve cost savings, increase efficiency, productivity, product quality and ultimately increase competitive advantage. In addition, environmentally friendly innovation practices can bring companies an environmentally friendly reputation, differentiated environmental protection products, and opportunities to enter new markets with new environmentally friendly products.

The results of this study are consistent with the research results Chatzoglou & Chatzoudes (2018) found that innovation has a positive impact on competitive advantage. Likewise with research results Zameer et al., (2022) found that green innovation plays a significant and positive role in green competitive advantage. something similar was also found Fatoki (2021) found green innovation and green competitive advantage were positively related. The findings show that green innovation allows companies to save costs, increase operational efficiency, gain an environmentally friendly reputation, and ultimately increase green competitive advantage.

IV. CONCLUSIONS

Based on the results of the analysis of the research and discussions that have been carried out, it can be concluded that:

1. Environmental orientation has a positive and significant effect on green innovation in the hotel industry in Padang City, thus the first hypothesis is accepted.
2. Environmental orientation does not have a significant effect on green competitive advantage on hotel industry in Padang city, thus the second hypothesis is rejected..
3. Environmental orientation has a positive and significant effect on green competitive advantage mediated by green innovation in the hotel industry in Padang City, thus the third hypothesis is accepted.
4. Green human resource management has a positive and significant effect on green innovation in the hotel industry in Padang City, thus the fourth hypothesis is accepted.
5. Green human resource management has a positive and significant effect on green competitive advantage on hotel industry in Padang city, thus the fifth hypothesis is accepted.

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6. Green human resource management has a positive and significant effect on green competitive advantage mediated by green innovation in the hotel industry in Padang City, thus the sixth hypothesis is accepted.
7. Green innovation has a positive and significant effect on green competitive advantage on hotel industry in Padang city, thus the seventh hypothesis is accepted.

This research has several important findings for the hotel industry in Padang City, so that they pay more attention to environmental orientation, green human resource management and green innovation in order to increase the green competitive advantage of their hotels.

Environmental orientation has a positive and significant effect on green innovation. Environmental orientation does not have a significant effect on green competitive advantage as well as environmental orientation has a positive and significant effect on green competitive advantage mediated by green innovation in the hotel industry in Padang City. According to research results, several important efforts that must be made by the hotel industry in Padang City to improve environmental orientation are by increasing external environmental orientation in the form of:

1. The hotel industry in the city of Padang pays attention to managing the waste produced so that it does not pollute the environment which can give consumers a bad assessment and reduce their desire to use hotel services..
2. As a form of responsibility to preserve the environment, the hotel industry can contribute to using energy-saving lamps, environmentally friendly products, minimal use of plastic, providing smoking areas so that the hotel area is smoke-free, using environmentally friendly food raw materials.
3. To realize the company's commitment to preserving the environment, it can create an environmental conservation program by collaborating with the government, local communities or NGOs to support the environment which is usually manifested in CSR programs, while implementing food waste management.

Green human resources management has a positive and significant effect on green innovation and green competitive advantage. Green human resource management has a positive and significant effect on green competitive advantage mediated by green innovation in the hotel industry in Padang City. According to research results, several important efforts must be made by the hotel industry in Padang City to improve green human resource managementis by paying attention to the processemployee recruitment & selection in the form of:

1. Including environmental elements in the company's recruitment,
2. Communicate company policy/commitment to environmental sustainability during the recruitment process
3. Inform that the company will recruit prospective employees who have management competence
4. Consider every prospective employee who has an interest and concern for the environment
5. Select prospective employees who care about environmental management

Green innovation has a positive and significant effect on green competitive advantage on hotel industry in Padang city. According to research results, several important efforts that must be made by the hotel industry in Padang City to increase green innovation are by increasing green process innovation in the form of:

1. Change the use of ordinary lights to energy-saving lamps or LED lights or set the lights to turn on when there are hotel guests and turn off when there are no hotel guests.
2. Installing energy-saving electrical equipment such as air conditioning and water heaters.
3. Reduce pollution by greening open spaces by providing green plants in the form of gardens if the area is large, or using pots if the area is limited to help improve air quality
4. Provide the use of low-volume toilets and showers, as well as the collection of rainwater for irrigation and other non-potable uses.

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