



THE CORRELATION BETWEEN ECO-AIRPORT IMPLEMENTATION AND ORGANIZATIONAL COMMITMENT TO THE INTENTION OF EMPLOYEE'S GREEN BEHAVIOR

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Abstract: Climate change and the environment are vast topics and are becoming all parties' concerns nowadays. From 2010 to 2020, Indonesia's average financial loss due to hydrometeorology each year was 22.8 trillion. The environmental issues that cause financial loss become not only the country's concern but also institutes and companies in Indonesia. Eco-airport is one of Soekarno-Hatta airport's efforts to preserve the environment. The implementation of the eco-airport also consists of employees committed to the organization. This research objective is to understand the correlation between eco-airport implementation and organizational commitment to employees' green behavior. A method is a quantitative approach using cluster sampling and data regression analysis techniques for proofing hypothesis models with 100 samples. This research results show that eco-Aiport implementation and organizational commitment have a linear correlation, significantly influencing employees' green behavior.

Keywords: Eco-Airport; Green Behavior; Organizational Commitment

INTRODUCTION

Environmental and climate change issues are becoming every party's concern globally. The environmental damage has been caused due to various causes, such as exploitation of natural resources and wrong development policy, which have resulted in the accumulation of carbon dioxide emissions that continue to increase from time to time (Partogi, 2011). Furthermore, Partogi (2011) stated that global warming and climate change have multifilter effects with severe consequences and losses, especially in various vulnerable parts of the world. Based on the result of a study by the Ministry of National Development Planning/ Bappenas, Indonesia is predicted to have the potential to suffer financial losses of up to IDR 544 million due to climate change (LCDI, 2022). The National Disaster Management Agency recorded that hydrometeorology disasters in 2020 reached 4.842 events, increasing 2.4 times in 10 years. In addition, from 2010 to 2020, Indonesia's annual financial losses from hydrometeorology disasters were 22.8 trillion (LCDI, 2022). Bappenas is campaigning for a circular economy to reduce casualties to support Low Carbon Development Indonesia (LCDI).

In supporting the campaign, PT Angkasa Pura II also implements sustainability strategies in its business strategy. In managing an airport, it is essential to pay attention to environmental sustainability because without realizing it, airport development and management will impact the environment, the surrounding community, and employees who work in the airport area. According to regulation (UU No 23, 1997) concerning environmental management, article 1 says that the concept of the environment is the whole unit of space with all objects, power, conditions, and living thing, including humans and their behavior that impact the survival and welfare of humans and other living creatures. Quoting from the official website of PT Angkasa Pura II, Corporate Social Responsibility (CSR) is not only about activities carried out by companies where companies participate in the economic development of local communities but also related to the company's obligations to preserve the environment. This action is to reduce



the environmental impact of the company's activities, in addition to supporting national programs related to the environment.

PT Angkasa Pura II implemented an eco-airport in the airport under the company's management to reduce environmental impact. PT Angkasa Pura II continues to strive so that the eco-airport program can continue to run, including energy efficiency and using, system waste management, reducing greenhouse gas emissions, and gaining environmental management certification. As one of the commitments to maintaining and preserving the environment as well as environmental conservation, quoted from the sustainability report PT Angkasa Pura II (2020), it has been stated in company regulation number 38 regarding the eco-airport master plan of PT Angkasa Pura II, which is stipulated in the decisions of the board of directors number: KEP.02.04/10/2021 (PT. Angkasa Pura II, 2020b). The eco-airport master plan targets protecting the environment from the significant impacts of airport operations and its development upon an environmental management framework at the airport and its surrounding, as quoted from a sustainability report (PT. Angkasa Pura II, 2020b). As one of airports managing under PT Angkasa Pura II management, Soekarno Hatta airport has implemented an eco airport.

Yani (2016) stated that an eco-airport is a study of airports that pay attention to aspects of the environmental component. The concept of eco-airports is to make /strengthen policies and control critical to improving operations and quality (Yani, 2016). Meanwhile, according to Adiaty & Rahardyan (2015), an eco-airport is an airport that can minimize energy use and environmental impact. In this regard, Soekarno Hatta airport has developed an airport concept that supports nature conservation and is environmentally friendly; as quoted from the Sustainability report (PT. Angkasa Pura II, 2020b), the actions are; 1) The airport garden and eco-airport concept, this concept provide space/water catchment areas and airport layouts with a garden feels; 2) Building design with an environmentally friendly theme has been developed at Soekarno Hatta airport, the specifications applied include using a modern style building roof with the use of solar power for daytime lighting so could saving in electrical energy, transparent building glass walls that allow sunlight to enter the building; 3) Management of water treatment system so that water able to be returned to nature safe for watering plants and airport gardens; 4) Waste management through the combustion process to eliminate endemic diseases from outside areas, especially from overseas. To harmonize these programs, Soekarno Hatta airport also carries out the eco-green concept with a massive digital transformation to facilitate airport operational activities.

In eco-airport development, Soekarno Hatta Airport requires a design for optimizing energy use, reducing CO₂ emissions, and developing a waste management system to balance the increase in airport activity. Based on the Regulation of the General Director of Civil Aviation (SKEP/124/VI/2009, 2009) concerning environmentally friendly airports (eco-airport), an eco-airport is organized with the goals of; 1) creating an airport that has a global vision of the environment; 2) Carrying out airport management that is integrated, harmonious and in harmony with the surrounding environment; 3) organize an airport that can support the achievement of sustainable development. To actualize eco-airport implementation, the company needs to pay attention to eight components, which consist of the following components: a) Air quality; b) Energy; c) Noise; d) Water; e) Soil pollution; f) Waste; g) Natural environment; h) others related (SKEP/124/VI/2009, 2009). Soekarno Hatta Airport has implemented an eco-airport to apply electricity and water energy savings which is adjusted to the number of passengers each year. Soekarno Hatta airport has met several criteria that the Regulation of Director General of Civil Aviation Number: SKEP/124/VI/2009 stipulated, including measurement of air

quality and noise, as well as liquid and solid waste management (Adiati & Rahardyan, 2015)

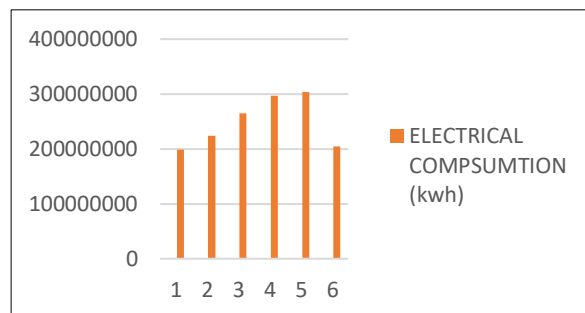
During the year 2020, Soekarno Hatta Airport committed to supporting using material and environmentally friendly energy, installing taxiway lights using LED bulbs, which are more energy-efficient lights and fuel oil (BBM) energy to drive engines and operational vehicles, as quoted from the Annual Report year 2020 by (PT. Angkasa Pura II, 2020a). Soekarno Hatta airport management instills awareness of the importance of the context of sustainability, along with business development; Soekarno Hatta airport is committed to starting to record energy consumption, electricity, water, and other energy use – Annual Report year 2020 by (PT. Angkasa Pura II, 2020a).

Table 1. Electricity consumption

NO	YEAR	ELECTRICAL COMPSUMTION (kwh)
1	2015	198.994.240
2	2016	224.339.520
3	2017	265.246.080
4	2018	297.263.040
5	2019	304.063.682
6	2020	204.912.942

Source: Annual report PT AP II (2020)

Figure 1. Electricity Consumption



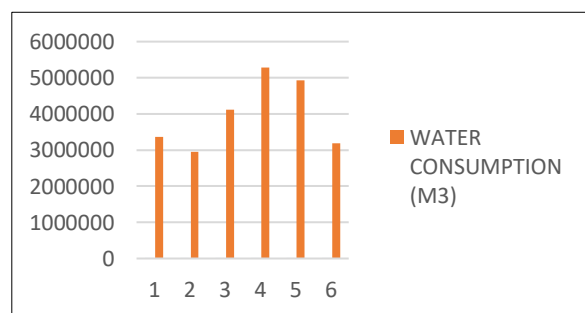
Source: Annual report PT AP II (2020)

Table 2. Water consumption

NO	YEAR	WATER CONSUMPTION (M3)
1	2015	3.364.078
2	2016	2.955.760
3	2017	4.123.129
4	2018	5.288.031
5	2019	4.929.267
6	2020	3.186.061

Source: Annual report PT AP II (2020)

Figure 2. Water consumption



Source: Annual report PT AP II (2020)

Ensuring the successful implementation of eco-airport commitments is necessary to be supported by all stakeholders and employees so that this process can run well. The intention of green behavior of employees and stakeholders will significantly influence; in this case, the author sees that there is still a gap in the habits of employees in applying the eco-green concept, especially in the application of energy-saving. Regarding the readiness of employees to change, employees who are committed to the organization will likely work hard in carrying out organizational change efforts because they wish to survive in the organization (Zulkarnain & Hadiyani, 2014). Organizational commitment, in general, is a sense of attachment and loyalty of employees to the company where they work (Cohen, 2013). Furthermore, Cohen (2013) states that employees are committed to the organization when they have the same goals, are willing to make more effort to represent the organization, and are ready to maintain their relationship with it.

Luthans et al. (2015) stated organizational commitment is a strong will to remain a member of a particular organization, the willingness to put high levels of effort on behalf of organizations, as well as beliefs in and acceptance of the values and goals of the



organization. In other words, that reflects employee loyalty to the organization and a continuous process where organizational members declare their concern for the organization and its success and sustainable progress (Luthans et al., 2015). Meyer & Allen's three dimensions of organizational commitment have become popular since stated in the 1990s the three-dimension states that organizational commitment dimensions: affective commitment, normative commitment, and continuance commitment (Grego-Planer, 2020). 1) Affective commitment is the employee's emotional that attached to the organization; 2) Normative commitment is an obligation to carry on the employment; 3) Continuance commitment is an awareness of the costs related to leaving the organization, that leaving the organization is too expensive (Grego-Planer, 2020). Understanding the dimension of organizational commitment, employees who have a high organizational commitment will likely follow and support the organization's plan and strategy in implementing eco-airport, and its implementation will affect the intention of green behavior of employees in day-to-day life.

According to Trimono & Nawangsari (2019), green behavior is behavior to protect and preserve the environment because of awareness and a sense of responsibility for maintaining the universe. Green behavior must be actualized based on values, norms, and love for the universe (Trimono & Nawangsari, 2019). Goleman et al. (2012) explain that green behavior is human behavior in preserving the environment in their immediate environment; the appeal of green behavior in human relations with the surrounding environment is the identity of the place and environmental awareness. According to Keraf (2014) in Putri & Nikawanti (2017), humans have a sense of belonging and love nature in their surroundings, so they should be able to learn to care for their environment. The intention is assumed to be the immediate antecedent of behavior (Ajzen, 2012). Furthermore, Ajzen (2012) said that there is a strong relationship between intention and behavior, where likely a change of intention will be followed by a change in behavior. A person's intention to bring up new behavior can be predicted by three things: attitudes toward behavior, subjective norms, and perceptions of self-control, which is then called the theory of planned behavior (Ajzen, 2012). This theory states that the order of influence of behavioral beliefs (behavioral belief), norms (normative idea), and control (control belief) can form attitudes towards behavior (attitude towards the behavior), subjective norms (subjective norms), and perceptions of self-control (perceived behavioral control) can cause the formation of behavioral intentions (Ajzen & Schmidt, 2020).

Given the importance of establishing green behavior in the daily environment to protect the environment, this research focuses on the eco-airport implementation at Soekarno Hatta Airport by looking at the research gap on the implementation side of Soekarno Hatta Airport employees. Organizational commitment positively impacts behavior formation in previous research on organizational citizenship behavior (Ayuningsih, 2021; Putra & Supartha, 2017). It positively affects employees' desire to change (Zulkarnain & Hadiyani, 2014). Previous studies provide literature that supports that each dimension of the theory of planned behavior positively impacts a person's intention and formation of new behavior (Darwis Tamba, 2017; Seni & Ratnadi, 2017; Widi Hidayat & Argo Adhi Nugroho, 2010). Thus, the Theory of Planned Behavior will be associated with establishing the intention of green behavior at Soekarno Hatta Airport in this study. The previous research related to this study can be seen in table 3—state of the art.

Through this research, the authors want to know the influence of the implementation of the eco-airport and organizational commitment to the intention of green behavior of Soekarno Hatta Airport employees, and the hypothesis built in this research (Figure 3. Framework):



- H1: Eco-airport implementation has a significant effect on the intention of employee's green behavior
 H2: Organizational commitment has a significant effect on the intention of employee's green behavior
 H3: Eco-airport implementation and organizational commitment have a significant effect on the intention of employee's green behavior

Table 3. The State the Art

Criteria	Keyword	I Gusti Bagus Suwendra Putra & I Wayan Gede Supartha, 2017	Aprilia M. Ayuningsih, 2021	Zulkarnain & Sherry Hadyani, 2014	Affre Muchizharof Raffah, 2021	I Komang Yasa Pastika, 2020	Ririn Restu Adiati & Benno Rahardyan, 2015	Ni Nyoman Anggar Senin & Ni Made Dwi Ratnadi, 2017	Widi Hidayat & Argo Adhi Nugroho, 2010	Darwis Tamba, SE, M.Si, 2019	Ni Kadek Mita Ayu Wandairi & Gede Sri Dharma, 2020	Toha Trimono & Lenny C. Nawangsari, 2019	Putri S & Nikawanti, G, 2018	Indah mulyanda, Sugeng Santoso, Asep Rudiana Rachmat & Wanyudi, 2022
Research Methods	Quantitative	v	v	v										
	Qualitative				v	v					v		v	v
	Deductive													
	Descriptive						v			v				
	Concept Approach											v		
	ex post facto													
Data collection methods	explanatory research													
	Interview, observation, documentation				v						v			
	Literature study, journals, relevant books					v						v	v	
	Causality	v												
	Interview, observation, documentation						v							
	Interview			v								v		
Variables	Questionnaire		v					v	v	v				v
	eco airport				v	v	v							v
	organizational commitment	v	v	v										v
	organizational citizenship behavior		v											
	readiness for change			v										
	Work Satisfaction	v												
	Work engagement		v											
	green behavior										v	v	v	v
	theory of planned behavior							v	v	V				
	green commitment												v	
	Green transformational leadership												v	

Source: (Adiati & Rahardyan, 2015; Ayuningsih, 2021; Darwis Tamba, 2017; Kadek et al., 2020; Pastika, 2021; Putra & Supartha, 2017; Putri & Nikawanti, 2017; Raffah, 2021; Seni & Ratnadi, 2017; Trimono & Nawangsari, 2019; Widi Hidayat & Argo Adhi Nugroho, 2010; Zulkarnain & Hadyani, 2014)

METHODS

The quantitative method is used in this research. It is a research method based on the philosophy of positivism used to examine specific populations or samples, data collection using research instruments, and statistical data analysis to test predetermined hypotheses (Sugiyono, 2013). Furthermore, Sugiyono (2013) mentions that quantitative research looks at the relationship of variables to the object under study more of a cause and effect (causal); there are independent and dependent variables, so from these

variables, then look for how much influence the independent variable has on the dependent variable. Based on the framework (figure 3), it can be seen that in this research, there are two independent variables, namely eco-airport and organizational commitment, and one dependent variable is green behavior. This study will use regression analysis techniques to understand the relationship between the independent and dependent variables. According to Sugiyono (2013), regression analysis predicts how the independent variable influences the dependent variable.

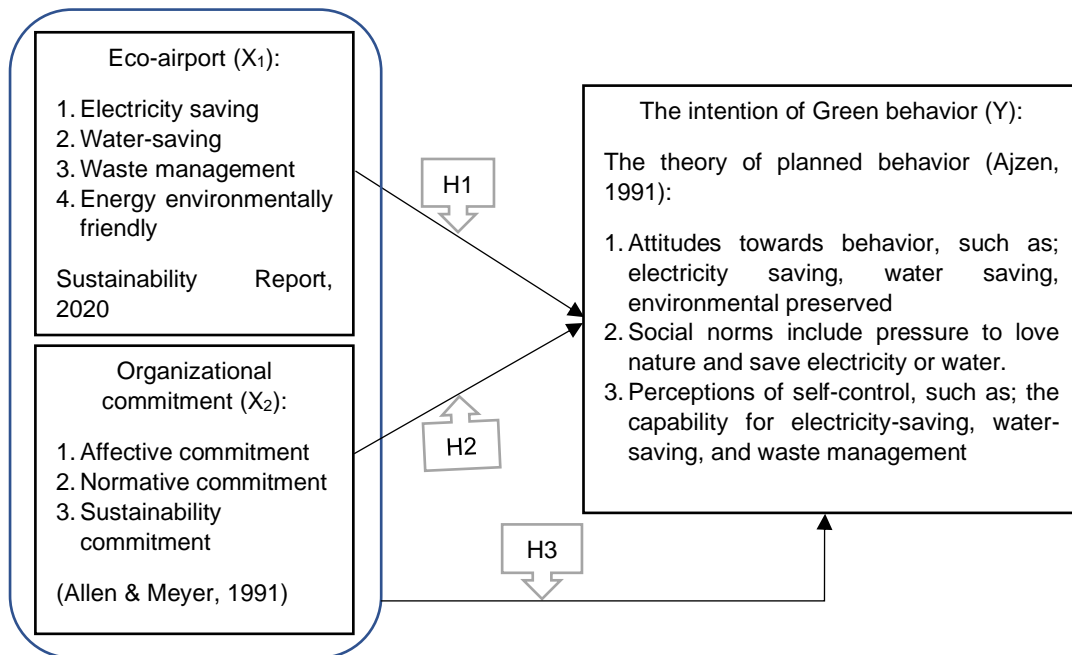


Figure 3. Framework
 Source: Researcher (2022)

The questionnaire is the data collection technique used by the author. According to Sugiyono (2013), a questionnaire is a data collection technique that gives respondents a set of questions or/and written statements to respond to. Questionnaires can be closed or open questions/statements and be given to respondents directly, sent by post or internet (Sugiyono, 2013). In this research, questionnaires were administered online via a google form. The questionnaire was made using a Likert scale of 1 to 5, where one is a strongly disagree, and five is a strongly agree. The cluster sampling technique is used in this study, where this technique is used if the research data source is comprehensive (Sugiyono, 2013). Furthermore, Sugiyono (2013) said, the cluster sampling technique is usually used in two-step; determining area sampling randomly and the sample of the mentioned area. The population of this research is employees who work in the area of Soekarno – Hatta Airport as a whole; using the cluster sampling technique, the population taken is in the main branch of Soekarno Hatta airport, with a total of 2,043 employees. Using the Slovin formula to determine the minimum number of samples required for this study, as follows:

$$n = \frac{N}{1 + Ne^2}$$

Description:

n: sample size

N: population size

e: degree of tolerance



The tolerance degree determined is 0.1% and gives an accuracy of 99.99%, so the number of research samples is at least 95.33 or, in this research, rounded up to 100. The following is the sample calculation using the Slovin formula:

$$n = \frac{2.043}{1 + 2.043 \times 0.1^2} = 95.33$$

RESULTS AND DISCUSSION

The environmental issue is becoming a worldwide issue; many companies implemented sustainability business strategies to help preserve the environment and maintain their business's sustainable performance. Through this research, the researcher wanted to know the correlation between eco-Aiport implementation as part of the sustainability strategy by Soekarno Hatta airport (part of PT Angkasa Pura II) and the organizational commitment to the intention of employee's green behavior, and the result is as follows:

The α value of this research is determined by 5% or 0.05. According to the Kolmogorov-Smirnov normality test (Table 4), the data is distributed normally. The significance value for all variables is $\geq 0,05$, which means the p-value is more than α (0,05).

Table 4. Test of Normality

	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
Eco-airport (X ₁)	.088	100	.052
Organizational Commitment (X ₂)	.086	100	.067
Green Behavior (Y)	.082	100	.091

a. Lilliefors Significance Correction

Source: IBM SPSS Result

Table 5. Correlation test

		Green behavior	Eco-Airport	Organizational Commitment
Pearson Correlation	Green behavior	1.000	.825	.863
	Eco-Airport	.825	1.000	.840
	Organizational Commitment	.863	.840	1.000
Sig. (1-tailed)	Green behavior	.	<.001	<.001
	Eco-Airport	.000	.	.000
	Organizational Commitment	.000	.000	.
N	Green behavior	100	100	100
	Eco-Airport	100	100	100
	Organizational Commitment	100	100	100

Source: IBM SPSS result (2022)

According to Safitri (2014), Pearson correlation measures the linear relation between two variables. Table 5 shows that there is a strong and significant correlation between independent variables (eco-airport and organizational commitment) to dependent variables (green behavior), where the r value is close to 1 (X₁ to Y₁; r = .825, X₂ to Y; r = .863) and the p-value is $< \alpha$ (.001 < 0.05). The r-value is positive, showing that the correlation is positive, which means eco-airport implementation has a linear correlation with the intention of employees' green behavior. Organizational commitment is linearly correlated with the intention of employee's green behavior. Together, the



implementation of eco-airport and organizational commitment have a linear correlation with the intention of employee green behavior.

Table 6. F – test^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	66.078	2	33.039	171.189	<.001 ^b
Residual	18.721	97	.193		
Total	84.798	99			

a. Dependent variable: Green Behavior

b. Predictors: (Constant), organizational commitment, eco-airport

Source: IBM SPSS Result (2022)

This result is strengthened by F-test, which be seen in Table 6. The F_{count} value is 171.189, which is higher than the F_{table} of 3.090. The significance value is less than the α value ($sig < \alpha$; $.001 < 0.05$), possible to conclude that the independent variable (eco-airport and organizational commitment), either together or simultaneously, influences the dependent variable (intention of green behavior).

Table 7. T-Test results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.536	.164	.338	3.262	.002
	Eco-airport	.351	.091	.579	3.844	<.001
	Organizational Commitment	.561	.085		6.581	<.001

a. Dependent Variable: Green Behavior

Source: IBM SPSS Result (2022)

The t_{table} value is 1.985 and the significance level of 0.05; based on the result in the t-test in table 7, the partial test is as follows: 1) the t_{count} of eco-airport (X_1) is higher than the t_{table} value ($3.844 > 1.985$), and the p_{value} is less than the α value ($Sig. < \alpha$; $.001 < 0.05$), which means there is a significant and positive influence between implementation eco-airport (X_1) and green behavior's intention (Y); 2) the t_{count} of organizational commitment (X_2) is higher than the t_{table} value ($6.581 > 1.985$), and the p_{value} is less than the α value ($Sig. < \alpha$; $.001 < 0.05$), which means there is a significant and positive influence between organizational commitment (X_2) and green behavior's intention (Y). From the result, the regression equation as below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

$$Y = 0.536 + 0.351 X_1 + 0.561 X_2$$

Based on the equation above, it could sum that the constant value of 0.536 means that if the implementation of eco-airport (X_1) and organizational commitment (X_2) both have a value of 0, the intention of green behavior (Y) has a value of 0.536, assuming all other factors that might be influenced the intention of green behavior are constant. The β value of eco-airport (X_1) is 0.351, showing a direct correlation between the eco-airport (X_1) and the intention of green behavior (Y); if the eco-airport variable rises by 1%, the intention of green behavior will increase by 0.351 if other independent variables stay constant. The β value of organizational commitment (X_2) is 0.561, showing a direct correlation between the organizational (X_2) and the intention of green behavior (Y); if the



organizational commitment variable rises by 1%, the intention of green behavior will increase by 0.561 if other independent variables stay constant.

From the data that the authors collected, the result of testing the coefficient of determination is as follows:

Table 8. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 ^a	.779	.775	.43931

a. Predictors: (Constant), eco-airport, organizational commitment
b. Dependent Variable: green behavior

Source: IBM SPSS Result (2022)

According to the test result listed in table 8, the coefficient R-value is 0.883 or 88.3%, showing the correlation between eco-airport (X_1) and organizational commitment (X_2) to the intention of green behavior (Y) has a strong connection. Meanwhile, the R square value has a value of 0.779 or 77.9%; this indicates that the eco-airport (X_1) and organizational commitment (X_2) influence the intention of green behavior (Y) for 77.9%, and the rest (100% - 77.9% = 22.1%) is influenced by other factors that not include in this research.

CONCLUSION

The environmental issue is becoming all parties' concern nowadays, including companies. As one of the companies in Indonesia, PT Angkasa Pura II also join in the mission to preserve the environment by implementing eco-airport in airports under its management. Soekarno Hatta Airport is one of many airports that managed by PT Angkasa Pura II. In the fullness of the eco-airport concept, Soekarno Hatta Airport has implemented electricity and water saving based on the number of passengers and waste management. To support the success of eco-airport implementation, the organization engages stakeholders and employees who develop an organizational commitment to the organization.

An analysis result found that implementing eco-airport has a significant effect and positively correlates with the intention of employees' green behavior. Organizational commitment also has a significant effect and positively correlates with the intention of employees' green behavior. Together, the implementation of eco-airport and organizational commitment has a significant impact and positively correlate to the intention of employee green behavior development. It means that the higher point for variables eco-airport and organizational commitment, the intention of green behavior will also be higher. Eco-airport and organizational commitment influence the intention of green behavior. The connection between eco-airport and organizational commitment to the intention of green behavior is also strong. The following researchers suggest looking deeper into other variables that could influence the intention of green behavior to add more spice to the research and better understand what variables may influence the intention to form green behavior.

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