

Boosting travel agency efficiency: A holistic approach

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Article History

Received on 25 March 2025

1st Revision on 9 April 2025

2nd Revision on 26 May 2025

Accepted on 4 June 2025

Abstract

Purpose: This study examines the influence of Green Human Resource Management (GHRM) and Human Resource Information Technology (HRIT) on productivity and organizational culture in travel bureaus, including their direct and indirect effects.

Research Methodology: This study adopts a quantitative approach using survey data from travel bureau employees. Analysis is conducted with Structural Equation Modeling (SEM) using structured questionnaires and statistical software to test hypotheses.

Results: GHRM and HRIT positively influence productivity but do not significantly impact organizational culture. Productivity positively influences organizational culture, while GHRM and HRIT have no significant indirect effects on it through productivity.

Conclusions: GHRM and HRIT enhance productivity in travel bureaus but do not influence organizational culture. However, productivity significantly impacts organizational culture, fostering a positive work environment.

Limitations: This study is limited to travel bureaus, restricting generalizability. Self-reported data may introduce bias, and its cross-sectional design prevents long-term causal inferences.

Contribution: This study expands the literature on GHRM, HRIT, and organizational performance in travel bureaus, offering practical insights for boosting productivity. It also emphasizes the need for further research on factors shaping organizational culture.

Keywords: *Green Human Resources Management, Human Resources Information Technology, Organizational Culture, Productivity*

How to Cite: Febrian, W. D. (2025). Boosting travel agency efficiency: A holistic approach. *Annals of Human Resource Management Research*, 5(1), 91-104.

1. Introduction

A global trend in which organizations are increasingly paying attention to environmental and sustainability aspects in human resource management (HRM) and HR information technology. In the context of the travel bureau industry, the emphasis on *Green Human Resources Management* (GHRM) practices and the use of Human Resources Information Technology (HRIT) can have a significant impact on company productivity (Febrian et al., 2022; Zhao, 2023). This development comes in line with increasing awareness of the importance of sustainability and corporate social responsibility amid global environmental issues.

In the travel bureau industry, where competition is fierce and technological change is constantly evolving, strategies that integrate GHRM and HRIT practices are becoming increasingly important to improve efficiency and productivity (Ahmed et al., 2021; I. K. G. S. Utama, Nyoman Diah Utari, & Luh Riniti, 2023). However, there hasn't been much research delving deeply into how GHRM and HRIT practices impact productivity in the context of travel bureaus (Tirayoh, Karamoy, Datu, & Mintardjo,

2023). Therefore, this study aims to fill this knowledge gap by analyzing the effect of GHRM and HRIT practices on the productivity of travel bureau companies.

In addition, this study will consider the role of organizational culture as an intervening variable. Organizational culture, or organizational culture is important because it can be a link between GHRM and HRIT practices and productivity. An organizational culture that supports innovation, teamwork, and environmental responsibility can amplify the effect of GHRM and HRIT practices on company productivity.

By deepening understanding of the relationship between GHRM practices, HRIT, organizational culture, and productivity in the context of travel bureaus, this research is expected to make an important contribution to the development of sustainable and effective human resource management strategies in the industry. In addition, the findings from this study can also be a guide for practitioners and stakeholders in improving the performance and sustainability of travel bureau companies.

Table 1. Travel Bureau Employee Productivity Data

No	Name Travel Bureau	Number of Ticket Sales Transactions (per month)	Income	Number of Employees	Productivity (Transactions per Employee)
1	Travel A	6500	300 M	120	54
2	Travel B	8000	400 M	120	67
3	Travel C	5100	250 M	120	43
4	Travel D	7500	350 M	120	63

Source: Multiple Bureau Travel Bureaus, 2024

The data above this table shows variations in the number of ticket sales transactions, revenue, number of employees, and productivity. Travel A conducts 6,500 transactions per month with revenues of 300 million rupiah, has 120 employees, so its productivity is 54 transactions per employee. Travel B recorded 8,000 transactions per month with revenues of 400 million rupiah, also with 120 employees, resulting in a productivity of 67 transactions per employee. Travel C conducts 5,100 transactions per month with revenues of 250 million rupiah and has 120 employees, so its productivity is 43 transactions per employee. Travel D reported 7,500 transactions per month with revenues of 350 million rupiah, with 120 employees, resulting in a productivity of 63 transactions per employee. This data indicates that Travel B has the highest productivity among the four bureaus. In this study, we examine some of the key questions surrounding the effect of sustainable human resource management (HRM) and human resource information technology (HR IT) on productivity and organizational culture in the Travel Bureau. The questions we ask are Green HRM affects productivity in Travel Bureau, HR IT on productivity in Travel Bureau, Green HRM affects organizational culture in Travel Bureau, HR IT on organizational culture in Travel Bureau, organizational culture affects productivity in Travel Bureau, Green HRM on productivity with organizational culture as a mediator in Travel Bureau, HR IT on productivity with organizational culture as a mediator in Travel Bureau?.

This study aims to analyze several important aspects in human resource management (HRM) and human resource information technology (HR IT) that have an impact on organizational performance and culture in the Travel Bureau.

2. Literature review

2.1 Productivity

According to Hasibuan in Busro (2018: 340), productivity is a comparison between output (results) with input (input). If productivity increases, it will increase efficiency (time-labor) and work systems, production techniques and an increase in the skills of the workforce. According to Kussrianto in Sutrisno (2017: 102), it is stated that productivity is a comparison between the results achieved with the participation of the time union workforce. The participation of labor here is the use of resources and is effective and efficient. According to Riyanto in Elbandiansyah (2019: 250), technically, productivity is

a comparison between the results achieved (output) with the overall resources needed (input). Productivity contains the notion of comparison between the results achieved and the role of the labor union of time.

Another study states that organizational sustainability plays a significant mediating role in the relationship between organizational culture and open innovation performance. Therefore, organizations need to design a solid and appropriate strategy to ensure the sustainability of the organization, so that it can optimize the results of innovation in SME performance (Munawar, Prayoga and Arini, 2025). In addition, this study also reveals that organizational culture has a significant impact on organizational sustainability, where cultural elements contribute to maintaining core business competencies, including in the fields of marketing, operations, customer orientation, capital management, and monitoring and evaluation processes ([Srisathan, Ketkaew, & Naruetharadhol, 2020](#)). Other results also state that cultural characteristics directly and significantly contribute to improving innovation capabilities and have a great influence on the effectiveness of HR practices carried out, where HR practices function as mediators. In addition, this study highlights the importance of integrating general and innovation-oriented HR practices to create a synergistic effect in encouraging innovation ([Botelho, 2020](#); [Nson, 2024](#); [I. K. G. Utama, Dewi, & Rahayu, 2024](#)).

2.2 Organizational Culture

Organizational culture refers to a system of shared meanings shared by members that distinguishes the organization from other organizations. This system of shared meanings includes the values, beliefs, and assumptions that make up the organization. *Organizational culture* represents perceptions shared by members of an organization. Statements about *organizational culture* are only valid if individuals with different backgrounds or at different levels in the organization describe the culture in the same terms (Robbins et al., 2021:547). Regarding organizational culture, other results also stated that organizational culture has a direct influence on HR practices and indirectly affects job satisfaction and organizational commitment. HR practices contribute directly to job satisfaction and organizational commitment, as well as have an indirect impact on organizational commitment through job satisfaction. In addition, job satisfaction has a direct and significant effect on organizational commitment ([Al-Dmour, Asfour, Al-Dmour, & Al-Dmour, 2022](#); [Park & Doo, 2020](#)). Regarding hospitality and hospitality, research results related to organizational culture state that hotels have two types of organizational culture, namely hierarchical culture and clan culture. In hotels with clan cultures, the level of compatibility between job demands and employee capabilities is higher than the value match and the balance of needs and supply. However, employees tend to experience the greatest alienation in aspects of losing the meaning of work. The same is also found in hotels with hierarchical cultures, where the suitability of demands and abilities is more dominant than other aspects, while the highest alienation occurs in the dimension of losing the meaning of work ([Ibiwumi et al., 2024](#); [Yumuk & Kurgun, 2020](#)).

Yuliani (2018) *organizational culture* is a system of shared meanings and beliefs that then become role model guidelines or embraced by all members of the organization, then organizational *culture* determines how they act, the culture represents the shared perceptions held by members of the organization that determine most of the way they act, and have a common perception. Organizational Culture is defined as values or norms of behavior that are understood and accepted jointly by members of the organization as rules of behavior contained in the organization (Chaerudin, 2019:193). Based on the definition or understanding above, it can be concluded that organizational culture refers to a system of shared meanings held by members, which distinguishes the organization from others. Organizational culture includes the values, beliefs, and assumptions adopted by the organization, which are reflected in the behavior of members.

Other studies related to productivity indicate that the adoption of E-HRM significantly enhances employee productivity in the examined F&B companies ([Muchsinati, Oktalia, & Priscilla, 2024](#); [Rudiyanto, Munawar, Prayoga, Arini, & Muffliha, 2025](#)). Other studies of [Tarigan, Cahya, Valentine, Hatane, and Jie \(2022\)](#) stated in the results of the study that the implementation of TRS has a positive impact on the results mentioned earlier. However, the interesting thing about these findings is that Generation Z is not easily fulfilled by financial incentives alone; They now prioritize the development

of their own abilities over the financial aspect. Another study states the correlation between the scale used to measure personal resilience and the construct that identifies the components of the ICP, this indicates that companies need to prioritize diversity in their recruitment policies, so that they can optimize integrative thinking to increase ambidexterity and, ultimately, organizational resilience ([Toubes, Araújo-Vila, de Araújo, & Fraiz-Brea, 2023](#)).

Based on the definition or understanding above, it can be concluded that productivity is a comparison between output (results) with inputs (inputs) that include labor, time, and resources. Increased productivity indicates better efficiency in work systems and production techniques as well as improved labor skills.

2.3 Green Human Resources Management

According to Haryono (2020) *Green Human Resources Management* (GHRM) is a set of policies, practices, and systems that stimulate or encourage environmentally friendly behavior of company employees in creating an environmentally conscious workplace. So what GHRM practice says is the processes and methods implemented in an organization for sustainable resource utilization and to encourage environmental sustainability. Green HRM is a procedure that implements an environmentally friendly concept by implementing HR policies that lead to more employee engagement, cost-effective leadership, which promotes organizational sustainability ([Ichdan & Maryani, 2024](#)). Training and development should focus on improving employees' knowledge, experience, skills, attitudes, behaviors, and practices towards the concepts of environmental management and *Green HRM* (Chandra dan Singh, 2016).

Another study states that the effective implementation of GHRM strengthens hotel employees' perception of green OS. In other words, GHRM plays a role as the main indicator in shaping this perception. In accordance with the study's predictions, positive perceptions of green OS encourage improvement in work performance (JP) and organizational civic behavior focused on organizations (OCB-O). In addition, the perception of green OS also acts as a mediator in the relationship between GHRM and JP and OCB-O ([Aboramadan & Karatepe, 2021](#)). The resulting literature study states that there is still a lot of room for development. The strategic role of GHRM in achieving sustainable tourism needs to be explored in more depth, including the factors that shape it, its technical implementation, and its influence on various variables ([Muchsinati et al., 2024](#)). Another study stated that GHRM practices have a positive effect on CSR practices, which acts as a moderation construct to improve customer relationship management positively ([Freitas, Caldeira Oliveira, Teixeira, & Stefanelli, 2021](#)).

According to [Paulet, Holland, and Morgan \(2021\)](#), Given the various impacts of COVID-19 on business sustainability and society at large, how does it affect the development of GHRM? Will GHRM experience challenges that hinder its development, or will it gain momentum to bounce back?. Other related results stated that green human resource management systems and pro-environmental attitudes of leaders respectively contributed positively to employees' voluntary green behavior. In addition, the moral reflectivity of leaders plays a moderating role in the relationship between green human resource management systems and employees' voluntary green behavior, a new perspective on the role of green human resource management systems and green characteristics of leaders in the study of green behavior, while identifying practical steps for companies to realize successful green technology innovations ([Zhang, Zhang, & Daim, 2023](#)).

Green HRM is a multidimensional construction consisting of seven green dimensions, namely job design, recruitment and selection, training and development, performance management, compensation management, health and safety, and labor relations (Shah, 2019). Based on the definition or understanding above, it can be concluded that *Green Human Resources Management* (GHRM) is a set of policies, practices, and systems to encourage environmentally friendly behavior among employees, creating a work environment that cares for the environment. It aims to utilize resources sustainably, through HR policies that encourage employee participation, sustainable leadership, and training and

development in environmental management. GHRM covers diverse dimensions such as job design, recruitment, training, performance management, compensation, health and safety, and labor relations.

2.4 Human Resources Information Technology

Human resources are an asset that is very difficult to trade or imitate and is scarce so as to provide a competitive advantage for the company in a sustainable manner (Rismawan, 2017). Therefore, a company is supposed to manage the employees they have well. To make it easier to manage employees more effectively and efficiently, companies need to implement a Human Resources Information System / HRIS (Human Resource Information System). According to Malik (2018:13), a Human resource information system is a learning that can be assimilated by studying how changes and differences in economic, socio-cultural, and technological contexts impact the management of people referring to human resources and labor relations (Human Resource Management dan Enterprise Resource).

The supporting study states that it is a first step in our efforts to address inequities in machine learning algorithm outcomes in the recruitment process, while encouraging the application of more responsible artificial intelligence in Human Resource Management through the use of safeguard algorithms designed to reduce bias and prevent discriminatory outcomes (Delecraz *et al.*, 2022). EO has a positive and significant impact on BCTAS and HRIS. In addition, BCTAS has a positive and significant effect on HRIS and eSCMD. According to (Adel and Younis, 2023) In the context of information dissemination, both at the external/supply chain and internal/organizational levels, HRIS also has a positive and significant influence on eSCMD. However, the direct relationship between EO and eSCMD is not proven (Hadiwijaya and Yustini, 2024). Indirectly, BCTAS plays a significant role as a mediator in the relationship between EO and eSCMD, as well as between EO and HRIS. In addition, HRIS significantly mediates the indirect relationship between BCTAS and eSCMD (Tapang and Mbarika, 2023).

Based on the definition or understanding above, it can be concluded that *Green Human Resources Management (GHRM)* is an approach to inspire pro-environmental behavior among employees, creating a work environment that cares for the environment. GHRM aims to ensure sustainable use of resources and support environmental sustainability through HR policies, employee participation, sustainable leadership, and training that enhances environmental management knowledge and skills. It covers dimensions such as job design, recruitment, training, performance management, compensation, health and safety, and labor relations.

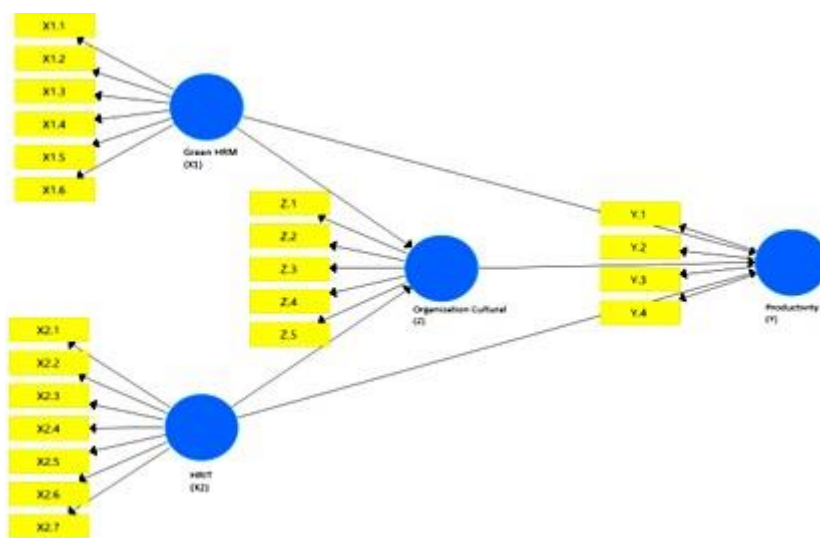


Figure 1. Research Framework

Based on this frame of mind, the following research hypotheses can be formulated:

- H1: It is suspected that there is an influence of green human resources management on productivity in the Travel Bureau.
- H2: It is suspected that there is an influence of human resources information technology on productivity in the Travel Bureau.
- H3: It is suspected that there is an influence of green human resources management on the cultural organization of employees at the Travel Bureau.
- H4: It is suspected that there is an influence of human resources information technology on the cultural organization of employees at the Travel Bureau.
- H5: It is suspected that there is an influence of cultural organization on productivity in the Travel Bureau.
- H6: It is suspected that there is an influence of green human resources management on productivity, with cultural organization as a mediating variable in the Travel Bureau.
- H7: It is suspected that there is an influence of human resources information technology on productivity with cultural organization as a mediating variable in the Travel Bureau.

3. Methodology

This research uses a quantitative approach, is descriptive and associative. The quantitative approach was chosen because it involves measurements, calculations, formulas, and numerical data in all stages of research, from proposal submission, research process, hypothesis formulation, field data collection, data analysis, to writing results. This research is classified as descriptive because it aims to provide an overview or description of the facts and characteristics of a particular population or area systematically, factually, and accurately (Ginting, 2012: 55). In addition, this study is also associative because it seeks to connect two or more variables. (Ginting, 2012:57)

According to Sugiyono (2017: 115), population is a generalized area that includes objects or subjects with certain qualities and characteristics set by researchers to study and draw conclusions. The population in this study was all employees of the Travel Bureau, totaling 120 people. This study used total sampling techniques, so that all 120 Travel Bureau employees were sampled.

Testing the research hypothesis was carried out with a Structural Equation Model (SEM) approach based on Partial Least Squares (PLS). PLS is a structural persamaan (SEM) model based on components or variants. Structural Equation Model (SEM) is one field of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously. The analysis method in this study was carried out with the Structural Equation Model (SEM). The model used is multiple regression analysis.

4. Results and discussions

4.1 Outer Model Evaluation

1. Validity Testing

Validity testing is performed by calculating convergent validity and discriminant validity. The validity of convergence is known through the loading factor. An instrument is said to meet convergent validity testing if it has a loading factor above 0.6. The results of convergent validity testing are presented in the following table:

Table 2. Cross-Loading *Calculation Results*

Variable	Indicator	Loading Factor	Result
Green Human Resources Management	X1.1	0.837	Valid
	X1.2	0.818	Valid
	X1.3	0.875	Valid
	X1.4	0.875	Valid
	X1.5	0.860	Valid
	X1.6	0.939	Valid
Human Resources Information Technology	X2.1	0.886	Valid
	X2.2	0.826	Valid
	X2.3	0.722	Valid
	X2.4	0.739	Valid
	X2.5	0.863	Valid
	X2.6	0.816	Valid
	X2.7	0.802	Valid
Productivity	Y.1	0.851	Valid
	Y.2	0.831	Valid
	Y.3	0.894	Valid
	Y.4	0.895	Valid
Organization Cultural	Z.1	0.711	Valid
	Z.2	0.614	Valid
	Z.3	0.806	Valid
	Z.4	0.812	Valid
	Z.5	0.814	Valid

Source: Results of SEM PLS 3.0 data processing. 2024

Based on the table above, it can be seen that all indicators that measure the variables Green Human Resources Management, Human Resources Information Technology, Productivity, and Organizational culture have a loading factor value greater than 0.6. Thus, the indicator is declared valid in measuring the variables of Green Human Resources Management, Human Resources Information Technology, Productivity, and Organization cultural.

Convergent validity can not only be seen through loading factors, but also can be known through Average Variance Extracted (AVE). An instrument is said to meet convergent validity testing if it has an Average Variance Extracted (AVE) above 0.5. The results of convergent validity testing are presented in the following table:

Table 3. Convergent Validity Test Results

Latent Variable	Average Variance Extracted (AVE)
Green Human Resources Management	0.754
Human Resources Information Technology	0.656
Productivity	0.754
Organization cultural	0.571

Source: Results of SEM PLS 3.0 data processing. 2024

Based on the table above, it can be seen that the variables Green Human Resources Management, Human Resources Information Technology, Productivity, and Organizational culture produce an Average Variance Extracted (AVE) value greater than 0.5. Thus, indicators that measure the variables

of Green Human Resources Management, Human Resources Information Technology, Productivity, and Organizational culture are declared valid.

a. Reliability Testing

Calculations that can be used to test construct reliability are *Cronbach's alpha* and *composite reliability*. The test criteria state that if *composite reliability* is greater than 0.7 and *Cronbach's alpha* is greater than 0.6, then the construct is considered reliable.

Table 4. Cronbach's Alpha and Composite Reliability Results

Variabel	Cronbach's Alpha	Composite Reliability
Green Human Resources Management	0.934	0.948
Human Resources Information Technology	0.911	0.930
Productivity	0.891	0.925
Organization cultural	0.819	0.868

Source: Results of SEM PLS 3.0 data processing. 2024

Based on the table above, it can be seen that the value of composite reliability in the variables Green Human Resources Management, Human Resources Information Technology, Productivity, and Organization cultural is greater than 0.7. Thus, based on the calculation of composite reliability, all indicators that measure the variables Green Human Resources Management, Human Resources Information Technology, Productivity, and Organization cultural are declared reliable. Furthermore, the Cronbach Alpha value on the variables Green Human Resources Management, Human Resources Information Technology, Productivity, and Organizational culture is greater than 0.6. Thus, based on Cronbach Alpha calculations, all indicators that measure variables Green Human Resources Management, Human Resources Information Technology, Productivity, and Organization cultural.

b. Goodness of Fit Model

The goodness of fit model is used to determine the magnitude of the ability of variables to exogenously explain the diversity of endogenous variables, or in other words, to determine the magnitude of the contribution of exogenous variables to endogenous variables. The goodness of fit model in PLS analysis is performed using the coefficient of determination (R-squared). The results of the Goodness of Fit Model have been summarized in the following table.

Table 5. Goodness of Fit Model Results Summary

Variable	R Square
Productivity	0.980
Organization cultural	0.086

Source: Results of SEM PLS 3.0 data processing. 2024

R-squared Productivity is 0.980 or 98.0%. This can show that the diversity of Productivity can be explained by Green Human Resources Management and Human Resources Information Technology by 98.0%, while the remaining 2% is the contribution of other factors not discussed in this study. While Organization culture can be explained by Green Human Resources Management and Human Resources Information Technology to Organization cultural by 0.086 or 8.6% or in other words the contribution of Green Human Resources Management and Human Resources Information Technology to

Productivity and its Impact on Cultural organization amounted to 8.6% while the remaining 91.4% was contributed by other factors not discussed in this study.

c. Hypothesis Testing

Hypothesis testing is used to test whether there is a direct influence of the independent variable on the dependent variable. The test criteria state that if the path coefficient is positive and the *p values* ≤ *level of significance* (*alpha* = 5%), it is stated that there is a positive and significant influence of exogenous variables on endogenous variables. The results of hypothesis testing can be known through the following table:

Table 6. Summary of Hypothesis Testing Results

Hypothesis				Original Sample	T Statistics	P Values
Path Coefficients (Direct Influence)						
H1	Green Human Resources Management	→	Productivity	1.156	34.922	0.000
H2	Human Resources Information Technology	→	Productivity	-0.178	4.655	0.000
H3	Green Human Resources Management	→	Organizational culture	-0.303	1.501	0.134
H4	Human Resources Information Technology	→	Organizational culture	0.011	0.049	0.961
H5	Productivity	→	Organizational culture	0.025	2.058	0.040
Path Coefficients (Indirect Influence)						
H6	Green Human Resources Management	→	Organizational culture → Productivity	-0.007	1.590	0.112
H7	Human Resources Information Technology	→	Organizational culture → Productivity	0.000	0.043	0.966

Source: Results of SEM PLS 3.0 data processing. 2024

Based on the summary table of hypothesis testing above, the results can be explained as follows:

1. The Green Human Resources Management on Productivity

The effect of Green Human Resources Management on Productivity resulted in an Original Sample value of 1,156 with a p value of 0,000. The test results show that the p-value < level of significance (alpha = 5%). This means that there is an influence of Green Human Resources Management on Productivity.

2. The Effect of Human Resources Information Technology on Productivity

The effect of Human Resources Information Technology on Productivity produces an Original Sample value of -0.178 with a p value of 0.000. The test results show that the p-value < level of significance (alpha = 5%). This means that there is an influence of Human Resources Information Technology on Productivity.

3. The Effect of Green Human Resources Management on Organizational Culture

The influence of Green Human Resources Management on Cultural Organization resulted in an Original Sample value of -0.303 with a p value of 0.134. The test results show that the p-value > level

of significance ($\alpha = 5\%$). There is no effect of Green Human Resources Management on organizational culture.

4. The Effect of *Human Resources Information Technology* on *Organizational Culture*

The influence of Human Resources Information Technology on Cultural Organization resulted in an Original Sample value of 0.011 with a p-value of 0.961. The test results show that the $p\text{-value} >$ level of significance ($\alpha = 5\%$). This means that there is no influence of Human Resources Information Technology on organizational culture.

5. The Effect of *Productivity* on *Organizational Culture*

The effect of Productivity on Organization culture produces an Original Sample value of 0.025 with a p value of 0.040. The test results show that the $p\text{-value} <$ level of significance ($\alpha = 5\%$). This means that there is an influence of Productivity on organizational culture.

6. The Effect of *Green Human Resources Management* on *Satisfaction and Impact on Cultural Organization*

The Effect of Green Human Resources Management on Productivity and Its Impact on Cultural Organization resulted in an Original Sample value of -0.007 with a p-value of 0.112. The test results show that the $p\text{-value} >$ level of significance ($\alpha = 5\%$). This means that there is no Effect of Green Human Resources Management on Productivity and Its Impact on Cultural Organizations.

7. The Effect of *Human Resources Information Technology* on *Satisfaction and Its Impact on Cultural Organization*

The Effect of Human Resources Information Technology on Productivity and Its Impact on Cultural Organization resulted in an Original Sample value of 0.000 with a p-value of 0.966. The test results show that the $p\text{-value} >$ level of significance ($\alpha = 5\%$). This means there is no influence of Human Resources Information Technology on Productivity and Its Impact on Cultural Organizations.

4.2 Discussion

An analysis of the Travel Bureau revealed several important findings. First, the use of Green Human Resources Management (HRM) practices in the company has a significant impact on productivity levels. For example, green energy use policies, waste reduction, and sustainability training programs can help improve operational efficiency and overall performance. Second, the integration of Human Resources Information Technology (HR IT) has also proven to make a valuable contribution to productivity. The implementation of a technology-based HR management system, such as an HRIS (Human Resources Information System) platform or mobile application for employee management, can speed up processes, improve accuracy, and optimize resource allocation.

However, when it comes to influence on organizational culture, the results are more complex. While Green HRM and HR IT practices are important for creating a sustainable and efficient work environment, they have not significantly impacted the organizational culture at the Travel Bureau. This could be because organizational culture is influenced by other, broader factors, such as company values, leadership, and interactions between team members. Interestingly, productivity has been shown to have a significant influence on organizational culture. This suggests that employees who feel valued and successful in their jobs tend to be more engaged and supportive of the values and norms instilled in the organizational culture.

However, when examining the impact of Green HRM and HR IT on employee satisfaction as well as their impact on organizational culture, the findings showed that there was no statistically significant association. While efforts to implement these practices may directly affect employee satisfaction, their impact on organizational culture may take longer to be reflected markedly in collective norms and behaviors in the workplace.

Overall, these findings show that Travel Bureau can optimize its productivity by implementing Green HRM and HR IT practices. However, to significantly change organizational culture, companies may need to consider a more holistic and long-term approach that involves the entire range of employees and builds awareness and commitment to company values.

5. Conclusion

5.1. Conclusion

Based on the chapter on the results of analysis and discussion, the author will draw conclusions from the results of this study. The conclusions of the results of this study are as follows There is an influence Green Human Resources Management on Productivity, There is an influence Human Resources Information Technology on Productivity, No influence Green Human Resources Management on Organization cultural, No influence Human Resources Information Technology on Organization cultural, There is an influence Productivity on Organization cultural, No influence Green Human Resources Management on Productivity and its impact on Organization cultural dan No influence Human Resources Information Technology on Productivity and its impact on Organization cultural.

To improve the implementation of Green Human Resources Management (GHRM) in travel bureaus, it is recommended to develop policies that support environmental sustainability systematically. Companies can provide training to increase employee awareness regarding environmentally friendly practices, such as waste management and energy saving. Recruitment policies can prioritize candidates with a commitment to sustainability. A performance management system that rewards contributions to green initiatives motivates employees. Integrating GHRM dimensions within the sustainability framework will create an organizational culture that supports and increases productivity.

To increase the use of HRIT in travel bureaus, it is recommended to adopt an integrated and easy-to-use HRIT system. Travel agencies can use HR software that covers all HR functions, provides training to employees for optimization of system usage, and includes analytics features to support decision making. With HRIT integration, travel agencies can increase productivity, reduce administrative errors, and make HR management processes more transparent and efficient.

To increase productivity in the travel bureau, it is advisable to focus on operational efficiency and improving employee performance. Adopting the right technology can speed up the reservation and payment process and improve the customer experience. Evaluation of internal processes, such as time management and resource use, is also necessary to identify areas where efficiency can be improved. Providing training to employees to improve skills in the tourism industry and create a supportive work environment is also important. By implementing this strategy, travel agencies can increase productivity, customer satisfaction, and strengthen their position in the tourism market.

To improve the organizational culture in the travel bureau, it is recommended to strengthen the values of teamwork, innovation, and sustainability. Travel agencies need to establish core values such as superior customer service, teamwork, and environmental stewardship. Open communication at all levels of the organization is important so that every employee feels heard and valued. Collaboration between teams and employee participation in decision-making also needs to be encouraged. Rewarding outstanding employees will reinforce a positive organizational culture. With a strong organizational culture, travel agencies can improve employee performance, customer satisfaction, and the company's reputation in the tourism market.

5.2. Limitation

This study has several limitations that should be acknowledged. First, the research focuses on travel bureaus, which may limit the generalizability of the findings to other industries. Future research could explore similar relationships in different sectors, such as hospitality, manufacturing, or retail, to enhance the external validity of the findings. Second, the study relies on cross-sectional data, which does not allow for an analysis of changes over time. Longitudinal studies are recommended to capture the dynamic effects of Green Human Resources Management (GHRM) and Human Resources Information

Technology (HRIT) on productivity and organizational culture. Third, the study primarily uses quantitative methods, which may not fully capture the depth of employee perceptions and organizational culture. Future research could integrate qualitative approaches, such as interviews or case studies, to provide richer insights. Finally, external factors such as economic conditions, regulatory changes, and technological advancements were not explicitly considered in this study. Including these factors in future research may offer a more comprehensive understanding of the topic.

5.3. Suggestion

To improve the implementation of Green Human Resources Management (GHRM) in travel bureaus, it is recommended to develop systematic policies that support environmental sustainability. Companies should provide training programs to enhance employee awareness of eco-friendly practices, such as waste management and energy conservation. Recruitment strategies should prioritize candidates with a commitment to sustainability, and performance management systems should reward contributions to green initiatives. Integrating GHRM dimensions within a broader sustainability framework can help create an organizational culture that promotes productivity and environmental responsibility.

To enhance the adoption of HRIT in travel bureaus, it is suggested to implement an integrated and user-friendly HRIT system. Travel agencies should leverage HR software that encompasses all HR functions, offer employee training to optimize system usage, and utilize analytics features to support data-driven decision-making. Effective HRIT integration can boost productivity, reduce administrative errors, and streamline HR management processes, making them more transparent and efficient.

To improve productivity in travel bureaus, companies should focus on operational efficiency and employee performance enhancement. Implementing advanced technology can accelerate the reservation and payment processes, ultimately enhancing the customer experience. Additionally, internal process evaluations, such as time management and resource utilization assessments, are crucial to identifying areas for improvement. Providing continuous training for employees to strengthen their skills in the tourism industry and fostering a supportive work environment can further drive productivity, customer satisfaction, and competitive positioning in the market.

To foster a strong organizational culture in travel bureaus, it is essential to reinforce values such as teamwork, innovation, and sustainability. Establishing core values centered on superior customer service, collaboration, and environmental stewardship is crucial. Open communication at all organizational levels ensures that employees feel valued and heard. Encouraging team collaboration and involving employees in decision-making processes can create a more engaged workforce. Additionally, recognizing and rewarding outstanding employees will help reinforce a positive organizational culture. A well-established organizational culture can enhance employee performance, boost customer satisfaction, and strengthen the company's reputation in the tourism sector.

Acknowledgment

The author expresses sincere gratitude to all individuals and institutions that contributed to this study. Special thanks to the travel bureaus that participated in the research, providing valuable insights and data. Appreciation is also extended to academic mentors and colleagues for their constructive feedback and guidance throughout the research process. Finally, heartfelt thanks to family and friends for their unwavering support and encouragement, which made the completion of this study possible.

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