THESIS

**GREEN HUMAN RESOURCES MANAGEMENT PRACTICES
TOWARDS EMPLOYEE ENGAGEMENT
AT HILTON BALI RESORT**

POLITEKNIK NEGERI BALI

**I WAYAN SUKADANA
SIN. 1815834109**

**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2022**

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I hereby declare that my thesis entitled:

GREEN HUMAN RESOURCES MANAGEMENT PRACTICES TOWARDS
EMPLOYEE ENGAGEMENT AT HILTON BALI RESORT

which content is my own work, thereby free from plagiarism. Being stated, I am ready
to bear the risk or any sanctions impose to me in accordance with regulation.

Badung, 23 August 2022
Who made the statement,

I Wayan Sukadana

THESIS

GREEN HUMAN RESOURCES MANAGEMENT PRACTICES
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This thesis is submitted to Tourism Department of Politeknik Negeri Bali in the
fulfillment of the requirement for the Degree of Applied Bachelor in Tourism

I WAYAN SUKADANA
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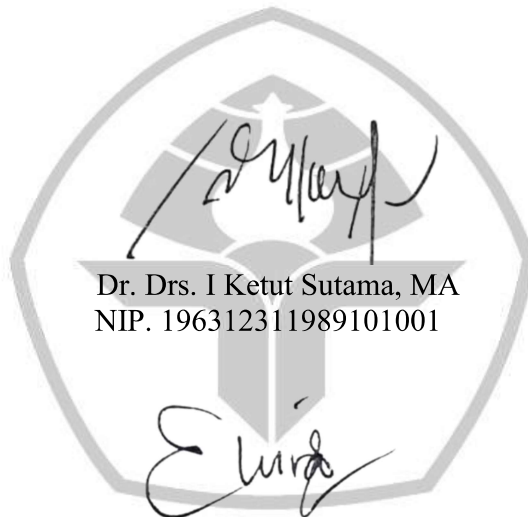**Prof. Ni Made Ernawati, MATM., PhD**
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THESIS

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Badung, July 2022

The Writer

PRAKTIK-PRAKTIK MANAJEMEN SUMBER DAYA MANUSIA HIJAU
TERHADAP *EMPLOYEE ENGAGEMENT*
DI HILTON BALI RESORT

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ABSTRAK

Penelitian ini menjelaskan mengenai pengaruh Manajemen Sumber Daya Manusia Hujau *(GHRM)* dalam meningkatkan *Employee Engagement* di Hilton Bali Resort. Tujuan dari penelitian ini adalah untuk mencari tahu bagaimana penerapan dari *GHRM,* pengaruh dari *GHRM* dalam meningkatkan *employee engagement*, serta menentukan factor dari *GHRM* yang paling dominan dalam meningkatkan *employee engagement.* Metode dalam mengumpulkan data adalah menggunakan kuisioner, wawancara, observasi, dan studi literatur, untuk sampel pada penelitian ini menggunakan 78 responden, yang dilakukan dengan menggunakan metode *stratified random sampling.* Teknik analisis data menggunakan *mix method design,* terutama menggunakan *explanatory sequential design,* dimana pada tahap pertama penelitian ini menggunakan analisis kuantitatif dengan menggunakan *multiple linear regression,* kemudian dianalisis lebih lanjut dengan menggunakan analisis deskriptif kualitatif. Hasil penelitian ini menunjukkan bahwa Hilton Bali Resort telah menerapkan *GHRM*, yaitu *Green Training & Development*, dan *Green Reward & Compensation*, untuk hasil kuantitatif analisis menunjukkan nilai dari *coefficient of determination* dengan total 43,4%, yang berarti *Green Training & Development,* dan *Green Reward & Compensation* dapat menjelaskan meningkatnya *Employee Engagement* sebesar 43,4%. Factor dominan berdasarkan nilai sumbangan efektif meunjukkan *Green Training & Development* memiliki nilai tertinggi dalam berkontribusi meningkatkan *Employee Engagement*, dimana nilai total sebesar 35,52%, sedangkan, *Green Reward & Compensation* hanya berkontribusi sebesar 9,36%, fenomena ini diakibatkan karena intensitas dan inisiatif dari *Green Training & Development* lebih besar dari *Green Reward & Compensation,* sehingga diharapkan perusahaan dapat menyelenggarakan lebih banyak lagi penghargaan yang berhubungan dengan *green performance,* guna meningkatkan persentase *Green Reward & Compensation* dalam meningkatkan *Employee Engagement.*

Kata kunci: *Green Training, Green Reward, Employee Engagement.*

GREEN HUMAN RESOURCES MANAGEMENT PRACTICES TOWARDS EMPLOYEE ENGAGEMENT AT HILTON BALI RESORT

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ABSTRACT

This study explain about the influence of Green Human Resources Management (GHRM) in increasing Employee Engagement at Hilton Bali Resort. The purpose of this study is to find out the implementation of GHRM, the influence of GHRM practices in increasing the engagement of employee, also to find out which factor of GHRM has the dominant score in increasing employee engagement. The method of collecting data are uses questionnaire, interview, observation, and literature study, for the sample of this study used 78 respondents, conducted by using stratified random sampling method. The data analysis technique is used mix method design, especially using explanatory sequential research design, where this study conducting quantitative analysis and uses multiple linear regression for the first step, then continues analyzed with qualitative descriptive analysis. The result of this study describes that Hilton Bali Resort has been implemented GHRM, namely Green Training & Development, and Green Reward & Compensation, for the quantitative analysis result shows that the score of coefficient of determination by the amount of 43,4%, which mean Green Training & Development, and Green Reward & Compensation could explain the increasing of Employee Engagement by 43,4%. The dominant factor based on effective contribution score shows that Green Training & Development has the biggest score to contribute in increasing Employee Engagement, where the total score is 35,52%, meanwhile, Green Reward & Compensation only contribute by 9,36%, this phenomena happened because the intensity and initiative of Green Training & Development is higher than Green Reward & Compensation, therefore, the company suggested to create or conduct more reward based on green performance to increase the percentage of Green Reward & Compensation in increasing Employee Engagement.

Keywords: Green Training, Green Reward, Employee Engagement.

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CHAPTER I

INTRODUCTION

1.1   Background

In recent decades, global industry have changed their business system rapidly due to environmental concerns. They change the system into something more sustainable or usually called green concept. This concern is also enforced by the stakeholders such as customer and employee about the accountability of the company toward the improvement of the environment (Yuriev et al., 2018). Sustainability is currently the main goals in many industries, including the hotel industry, because it is a vital and important issue for the industry development (Abdou et al., 2020).

The hotel industry is a commercially managed business which using some buildings or facilities to provide services to tourists, with the construction of a hotel, there is a use of natural resources in which the hotel is built. Every time it happens it requires an impact of both small and large intensity on the surrounding environment in the form of waste from the outcome of the business, excessive resources, or changes in land use (Dwi Yulianthi et al., 2018). Nowadays, sustainable development is understood as a development of the quality of human life, in which the needs of the present time are met without endanger the ability of future generations to meet their needs (Ilina, 2015). Sustainability in tourism industry has a strong support by the nurturing of local community, cultural preservation, and nature conservation (Astawa et al., 2018).

In the hotel, Human Resources Management (HRM) plays an important role in increasing the economic growth, technology development and company environment (Čech et al., 2016). HRM has a main duty in execution of green practices and indicates the contribution of HRM to the green performance (Harvey et al., 2013). HRM must integrating the green concept start from beginning, in order to create a mindset of sustainability for the employees (Palguna, 2021). The modern human resource management has been assigned with additional task of integrating the green human resource concept in corporate mission along with human resource policies (Yusoff et al., 2015). The people in a company must be as an activator for green concept implementation in order to produce the high quality of the products, services and environmental objectives (Yuriev et al., 2018).

Green Human Resources Management (GHRM) is a development concept of Human Resources Management, refers along with the policies, practices and system of employment which based on environmental objectives to give a good benefit for employee and environment (Masood, 2018). In the practice of GHRM includes: green recruitment, green elections, green training and development, green compensation and awards, green performance evaluation, employee-level performance audits, green employee relations, and green complaint handling (Siyambalapitiya et al., 2018). GHRM involves the effort of environment friendly HR initiatives resulting in greater effectiveness, lower cost and better employee engagement and retention in turn (Sathya & Krishanan, 2019).

Employee engagement is a topic or concept that has received considerable attention from human resource professionals, which employee engagement is one of the main drivers of organizational success (Ababneh et al., 2019). Employee engagement is an attitude about the person's work in the organization, which consists of perceptions of psychological empowerment, feelings of vigor, absorption, dedication, and purpose for action, both within and outside the role of serving the organization (Witemeyer et al., 2013). The practitioner perspective assume that engagement is something that can be changed, and that can be changed by modifying the conditions under which work is offered (Ababneh et al., 2015).

Hilton Bali Resort is 5 Star hotel, located in Nusa Dua, Bali, which the engagement of the employee at Hilton Bali Resort is quiet low, but there no further data or information that shown about the percentage or flow of employee engagement at Hilton Bali Resort. Hopefully, the engagement of the employee at Hilton Bali Resort could be increased to support the organization success. In order to make the employee more engaged, the company has to practice the GRHM concept, because there is a strong link of GHRM to increasing the employee engagement (Caplan, 2014).

Table 1. 1 Green Training List & Hours per Year

No	Training Name	Hours/Year
1	Eco Enzyme	3
2	Safety and security	30
3	Energy saving	20
4	Environment hero	3
5	No food waste	12
Total		**68**

Table 1. 2 Green Reward List

No	Reward/Recognition Name	Time	Compensation
3	Team Member Appreciation Week	per/year	gift and celebration
4	Light and Warmth	no specific time	certificate

Source: Hilton Bali Resort, 2022

The table above shown about the data of training hours during a year and the reward & compensation were given in every month, quarters, and years at Hilton Bali Resort. Hilton Bali Resort has practiced some GHRM concepts, which are, Green Training & Development and Green Reward & Compensation, that is the reason why the writer simplifying the concept of GHRM which only focus on the research of Green Training & Development and Green Reward & Compensation factors. According to the problem and data, the writer decided to focus on the research of Green Training & Development and Green Reward & Compensation towards Employee Engagement and the writer raises the research title, "Green Human Resources Management Practices Towards Employee Engagement at Hilton Bali Resort".

1.2 Problems Identification

Based on the background that have been described, the main issues that used as a problem as follows:

1. How is the implementation of Green Human Resources Management practices at Hilton Bali Resort?

2. What factors of Green Human Resources Management practices that influence Employee Engagement at Hilton Bali Resort?

3. Which factors of Green Human Resources Management practices is dominant to increasing Employee Engagement?

1.3 Purpose of the Research

Based on the problem identification above, purpose of this research is follows:

1. To find out the implementation of Green Human Resources Management practices at Hilton Bali Resort.

2. To analyze the factors of Green Human Resources Management practices that influence Employee Engagement at Hilton Bali Resort.

3. To find out the factors of Green Human Resources Management practices that dominant in increasing Employee Engagement at Hilton Bali Resort.

1.4 Significance of the Research

This research is expected to bring some benefit both theoretically and practically. The benefits to be obtained in this research are follows:

1. Theoretical Significance

This research is expected to support other research theoretically by providing additional information regarding Green Human Resources Management, especially the practices of Green Human Resources Management in increasing Employee Engagement.

2. Practical Significance

The result of this research is expected to be useful for Hilton Bali Resort, especially in the Human Resources Department in evaluating the practices of Green Human Resources Management which can affect in increasing Employee Engagement at the hotel.
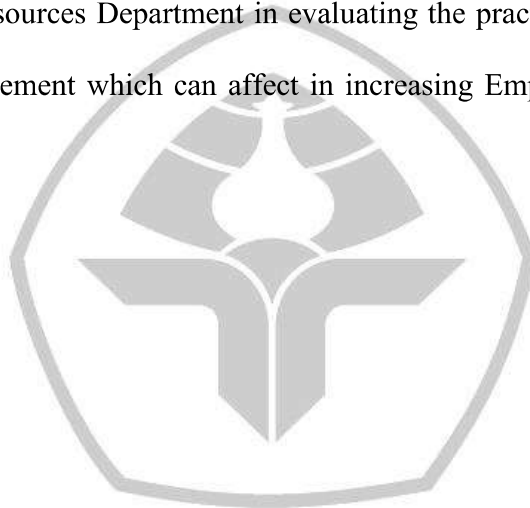
CHAPTER V

CONCLUSION AND SUGGESTION

5.1   Conclusion

Based on the result of this study, the conclusions are describe as bellow detail:

5.1.1   The Implementation of Green Human Resources Management Practices at Hilton Bali Resort

Green Human Resources Management (GHRM) has been implemented at Hilton Bali Resort, the factor of GHRM that implemented at Hilton Bali Resort are Green Training & Development and Green Reward & Compensation. Green training & development practices at Hilton Bali Resort, such as eco enzyme of the food waste, training of safety and security, waste management, energy saving, paper recycle, and so on. Green reward & compensation practices at Hilton Bali Resort, such as the light and warmth reward event, Team Member Appreciation Week (TMAW) for the employee, and those practices not only conducted by giving financial reward, but also non-financial reward system.

5.1.2   The Influence of Green Human Resources Management Practices in Increasing Employee Engagement at Hilton Bali Resort

The result of hypothesis test, both partial and simultaneous describe that GHRM which consist of green training & development and green reward & compensation have a positive and significant effect in increasing the engagement of employee at Hilton Bali Resort. The result of coefficient of determination by looking on the score of Adjusted R Square explain that the increasing of employee engagement can defined by green training & development and green reward & compensation in the amount of 43,4%, meanwhile the rest of 56,6% were influenced by another factor or variable that isn't describe in this study.

5.1.3   The Dominant Factor of Green Human Resources Management in Increasing Employee Engagement

The result describe that the dominant factor of GHRM in increasing employee engagement at Hilton Bali Resort is green training & development, which can be seen on effective contribution score by the amount of 35,52%. The reason behind the domination of green training & development in increasing employee engagement is because of the intensity of green training & development implementation or practices, while another factor, namely green reward & compensation has a lower intensity in the practices or implementation.

5.2   Suggestion

According to the result and discussion, there are some suggestion describe as bellow details:

1.   For the Company

Based on the result and discussion, the company need to maintain the good score of green training & development in increasing employee engagement at Hilton Bali Resort, or improving the practices of green training & development by giving a better monitoring and evaluation in order to achieve the goal of implementations. Therefore, in the practices of green reward & compensation, the company need to make more event or recognition for employee based on their green management performance. The green reward & compensation practices can be included in the regular reward event, for example, when Hilton Bali Resort conduct the Employee of the Quarter and Year event, instead of only giving a reward for the best performance of the employee, the management could adding one other nomination for the best green management performance, it can be for individual or department, in hence it will gradually increase the engagement of the employee.

2.   For the Future Research

This research uses mixed method analysis, with explanatory sequential analysis design, where the first step is using quantitative analysis, then the result will continue to analysis by qualitative analysis using interview method. The further qualitative analysis using interview method it is only interviewing Human Resources Manager and Learning & Development Manager of Hilton Bali Resort, and the writer realize that

there will be a lack of information about the validation of the quantitative result, because the result is conducted by giving a questionnaire to the employee, where there are always an human error in filling the questionnaire, such as the employees not really understand and concern about the questions detail. Thus, it suggest for the future research would be better to validating the result directly to the employee respondents to get more valid answer about the result. Another suggestion is because this research just focusing on two factors of GHRM, which are green training & development and green reward & compensation, and the total influence of GHRM factors is just in the amount of 43,4%, thus, it is better to analyze the other factors of GHRM or maybe the factor outside the GHRM that can increasing the employee engagement, also the future research could studying more detail about the further correlation of the employee engagement towards the profit or economic, and people or society of the company or business.

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