

Green Human Resources Management Practices Towards Employee Engagement At Hilton Bali Resort

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Abstract: The aim of this study is to find out the implementation of Green Human Resources Management (GHRM) as well as the influence of GHRM practices in increasing the employee engagement, also to explore which factors of GHRM has the dominant score in increasing employee engagement at Hilton Bali Resort. This study was created using mix method analysis, especially using explanatory sequential mix method design, where for the first step this study analyze the data using quantitative analysis with multiple linear regression, conducted with the support of SPSS version 25, and for the result will continue explained and analyzed with qualitative descriptive analysis. The data collected through questionnaire with 78 sample of employees of Hilton Bali Resort, interview, observation, and literature study. The result of this study describe that Hilton Bali Resort has been implemented GHRM, namely Green Training & Development, and Green Reward & Compensation, and according to those factors, the quantitative analysis result shows that Green Training & Development, and Green Reward & Compensation have a influence in increasing employee engagement by the amount of 43,4%. The dominant factor in increasing employee engagement is Green Training & Development with the effective contribution score is 35,52%. According to the interview result, this phenomena happened because of 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 Human Resources Management, Green Training, Green Reward, Employee Engagement

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Introduction

In recent decades, global industry have changed their business system rapidly due to environmental concerns. The system is changed 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 (Siyambalapatiya 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 a 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).

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. Green Training & Development is a training and development method for motivating and attracting the employees to learn and concern about some skills and knowledge for nurturing the environment in order to achieve the sustainable objectives (Purnama & Nawangsari, 2019). Some examples for green training & development such as produce green analysis workspace, future green leader, environment management of safety, energy saving, waste management and recycling, and development of green personal skills were suggested to conduct in the industries (Renwick et al., 2013). Green Reward & Compensation is a concept of financial or non-financial reward for employee which has a purpose to attract and motivate employee to contribute to the environment (William et al., 2018). Employee environmental performance is highly dependent on the green reward & compensation concept. Most of the researchers combine the financial and non-financial reward in order to motivate the employees more effectively. Beside the financial reward like bonus, and cash, no-financial reward has to be given as well and it can be in the form of green trip, green tax, or green recognition (Nawangsari & Sutawidjaya, 2019). Another green reward & compensation practices also can be in the form of rewarding the staff about their environment management, reward schemes linked to skill of environment management, green benefits, and recognition based on environment management reward for employees (public recognition, awards, certificate, and etc) (Renwick et al., 2013). 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 with include several formulated problems. First, how is the implementation of GHRM practices at Hilton Bali Resort?, second, what factors of GHRM practices that influence employee engagement at Hilton Bali Resort?, and the third one is which factors of GHRM practices that dominant in increasing employee engagement at Hilton Bali Resort? Therefor this study is aimed to find out the implementation of Green Human Resources Management (GHRM) as well as the influence of GHRM

practices in increasing the employee engagement, also to explore which factors of GHRM has the dominant score in increasing employee engagement at Hilton Bali Resort

Methodology

This research uses mixed method to analyze the data, which is the combination of quantitative and qualitative analysis technique, particularly using explanatory sequential mixed method design. Explanatory sequential mixed method design is a data analysis technique where the first step of analyzing the data is used quantitative, then the result will continue to explain and analyze using qualitative to get more detail of information (Creswell, 2014). In this study, the quantitative analysis is using multiple linear regression, with focusing in analyze Green Training & Development, and Green Reward & Compensation as independent variables, also Employee Engagement as dependent variable with the support of SPSS version 25, and for the qualitative analysis is using descriptive qualitative analysis.

The research conducted at Hilton Bali Resort, which is the 5 star hotel located at Sawangan, Kuta Selatan, Badung, Bali. Hilton Bali Resort was chosen because there is no further research of employee engagement, especially about the implementation of GHRM in increasing the employee engagement. By conducting this study, hopefully it will be useful for the development of the company regarding GHRM and employee engagement.

In collecting the data, this study carried out by using questionnaire, interview, observation, and literature review. The sampling technique of questionnaire in this study use proportionate stratified random sampling, this technique used when elements of the population is not homogeneous and stratified proportionally (Sugiyono, 2019). This study uses Slovin's formula in the calculation of the sampling, with the result of 78 sample from 352 population of Hilton Bali Resort employees. The key informant of the interview in this study are Human Resources Manager and Learning & Development Manager of Hilton Bali Resort to carried out more deeply information.

Results and Discussions

Implementation of Green Human Resources Management (GHRM) at Hilton Bali Resort

Based on the observation, GHRM concept at Hilton Bali Resort has been implemented, which are Green Training & Development and Green Reward & Compensation. The implementation of green training & development and green reward & compensation are describe as follow:

1. Green Training & Development

Green training & development is a concept of training & development which based on the environmental concern (Purnama & Nawangsari, 2019). The implementation of green training & development at Hilton Bali Resort such as: eco enzyme training, safety and security training, energy saving training, and paperless office.

2. Green Reward & Compensation

Green reward & compensation is a financial or non-financial reward system to encourage the employee to concern with the environment (William et al., 2018). The implementation of green reward & compensation at Hilton Bali Resort such as: Team Member Appreciation Week (TMAW), and Light and Warmth reward.

The Influence of Green Training & Development and Green Reward & Compensation in Increasing Employee Engagement at Hilton Bali Resort

In order to find out the influence of Green Training & Development and Green Reward & Compensation in increasing employee engagement is by conducting quantitative analysis assisted using the SPSS version 25, for the detail result of the analysis is describe as follows:

1. Instrumental Test

To determine the limits of the truth of the accuracy of the measuring instrument (questionnaire) an indicator of research variables can be done as follows:

Validity test is a tool to measure the degree of accuracy of the tier or level to which a measuring instrument shows accuracy and suitability. The standard for the decision making of validity test if the significance value is < 0.05 and the calculated r value $> r$ table, then the instrument or question items have a significant correlation with the total score (stated valid) (Sugiyono, 2019).

Reliability test was carried out to find out how far the measurement results remain consistent when carried out measurement of two or more times of the same phenomenon with the same measuring instrument. Questionnaire that is said to be reliable if a person's answer to a question is consistent or stable over time (Sugiyono, 2019). The method that used is measuring Cronbach's Alpha assisted by a statistical computer program package of social science (SPSS) version 25. A construct of variable is said to be reliable if Cronbach's Alpha coefficient value > 0.70 and if the coefficient obtained < 0.70 then the research instrument is declared unreliable (Wakhyuni et al., 2018).

Table 1: Instrumental Test Result

Variable	Statement	r-value	r-table	Significance	Status	Cronbach Alpha
X1	X1.1	0.705	0.2227	0,00	Valid	0,739
	X1.2	0.669	0.2227	0,00	Valid	
	X1.3	0.607	0.2227	0,00	Valid	
	X1.4	0.668	0.2227	0,00	Valid	
	X1.5	0.59	0.2227	0,00	Valid	
	X1.6	0.71	0.2227	0,00	Valid	
X2	X2.1	0.744	0.2227	0,00	Valid	0,708
	X2.2	0.75	0.2227	0,00	Valid	
	X2.3	0.73	0.2227	0,00	Valid	
	X2.4	0.7	0.2227	0,00	Valid	
	X2.5	0.489	0.2227	0,00	Valid	
Y1	Y1.1	0.741	0.2227	0,00	Valid	0,737
	Y1.2	0.7	0.2227	0,00	Valid	
	Y1.3	0.741	0.2227	0,00	Valid	
	Y1.4	0.7	0.2227	0,00	Valid	
	Y1.5	0.457	0.2227	0,00	Valid	
	Y1.6	0.509	0.2227	0,00	Valid	
	Y1.7	0.461	0.2227	0,00	Valid	
	Y1.8	0.45	0.2227	0,00	Valid	

Based on the Table 1, the validity test resulting all the statements from each variables, have pearson product moment correlation value (r -value) is greater or more than r -table, with using the significant level of 5% or 0,05 which the r -table value ($df=N-2$) is 0,2227. It also shows that all the statements are smaller or below the significant value, which is 0,05 by looking the Sig. (2-tailed) score . Based on those comparison, it can conclude that the instruments of this research are met the validity test requirement or state valid and the Cronbach's Alpha value of each variable are greater or more than 0,70, such as for green training & development (X1) has a score 0,739, green reward & compensation (X2) is 0,708, and employee engagement (Y1) is 0,737, which mean all the statement in each variable are met the requirement of reliability test or it can say the instruments are reliable.

2. Classical Assumption Test

a. Normality Test

The normality test aims to test whether between the dependent variable, independent variable or both have normal distribution or not. In this study to test the normality distribution are uses One Sample Kolmogorov-Smirnov method by looking at the residual significance value, if significance value is more than 0.05 then the residuals are normally distributed (Priyatno, 2016).

Table 2: Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		78
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.74127648
Most Extreme Differences	Absolute	.073
	Positive	.073
	Negative	-.043
Test Statistic		.073
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on Table 2, the data shows that the value of Asymp. Sig is 0,200, which is higher than 0,05 it is mean that the data were normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to test whether in a model regression found a correlation between independent variables. If there is a correlation then there is a multicollinearity problem. , it can be seen on the magnitude of Variance Inflation Factor (VIF) and Tolerance. Guidelines for a regression model that multicollinearity free is having a tolerance number more than 0,1 and if the VIF value is below 10, then there are no symptoms of multicollinearity (Priyatno, 2016).

Table 3: Multicollinearity Test Result

		Coefficients ^a				Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients		Tolerance	VIF
		B	Std. Error	Beta	t		
1	(Constant)	7.958	3.664		2.172	.033	
	Green Training & Development	.703	.101	.596	6.958	.000	1.000
	Green Reward & Compensation	.396	.111	.307	3.581	.001	1.000

a. Dependent Variable: Employee Engagement

Based on the Table 3, the data shows that the tolerance value is more than 0,1 which is 1,000, and the VIF value is below 10, which is 1,000 .It's mean that there is no multicollinearity problem.

c. Heteroscedasticity Test

Heteroscedasticity test aims to determine whether in the model regression occurs variance inequality from residual of an observation to another observation. If the variance of the residual from an observation to another observation is otherwise constant, then it can be called homoscedasticity and if the observations remain different it is called heteroscedasticity. In this study uses glejser test by looking the significance value between the independent variable and the residual is more of 0.05 then there is no heteroscedasticity (Priyatno, 2016).

Table 4: Heteroscedasticity Test Result
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.920	2.233		.412	.681		
	Green Training & Development	.002	.062	.003	.025	.980	1.000	1.000
	Green Reward & Compensation	.019	.067	.032	.277	.783	1.000	1.000

Based on Table 4, it shows that both independent variables have a significance value higher than 0,05 which are 0,980 and 0,783, it is mean that the data is free from heteroscedasticity.

d. Linearity Test

The linearity test aims to determine whether two variables have a linear relationship or not significantly. The test is carried out by looking at the significance value and the Ftable with a significance level of 0.05. If the Deviation From Linearity value is above 0.05, and the Fvalue is smaller than Ftable, then there is a linear relationship between the independent variable (X) and dependent variable (Y) (Priyatno, 2016).

Table 5: Linearity Test Result

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Unstandardized Residual * Unstandardized Predicted Value	Between Groups	(Combined)	123.592	34	3.635	1.423	.136
		Linearity	.000	1	.000	.000	1.000
		Deviation from Linearity	123.592	33	3.745	1.466	.119
Within Groups			109.875	43	2.555		
Total			233.467	77			

Based on Table 5, it shows that the Sig. Deviation From Linearity value is more than 0,05, which is 0,119 also the Fvalue is smaller or below Ftable (3,119) which is 1,466 It can conclude that there is a linear relation between employee engagement (Y) with green training & development (X1) and green reward & compensation (X2).

3. Multiple Linear Regression Test

Multiple linear regression analysis was used to test whether the independent variable has an effect on the dependent variable simultaneously or partially, which changes in the dependent variable as a result of changes in the independent variable (Sugiyono, 2019).

Table 6: Multiple Linear Regression Test Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.958	3.664		2.172	.033
	Green Training & Development	.703	.101	.596	6.958	.000
	Green Reward & Compensation	.396	.111	.307	3.581	.001

a. Dependent Variable: Employee Engagement

Based on Table 6, the equation can be drawn up as follow:

$$Y = 7,958 + 0,703X1 + 0,396X2 \quad (1)$$

Explaining the pattern of the effect of green training & development (X1), and green reward & compensation (X2) on employee engagement (Y) is as follow:

$\alpha = 7,958$, means that if green training & development (X1), and green reward & compensation (X2) do not change or remain constant, then the employee engagement (Y) is on average of 7,958

$\beta_1 = 0,703$, means that if green reward & compensation (X2) is considered constant, then the increase of green training & development (X1) by one unit will be followed by the increase of employee engagement (Y) by an average of 0,703

$\beta_2 = 0,396$, means that if green training & development (X1) is considered constant, then the increase of green reward & compensation (X2) by one unit will be followed by the increase of employee engagement (Y) by an average of 0,396.

4. Hypothesis Test

a. Partial Test (t-test)

The t-test is used to test the effect of the hypothesis partially to each independent variable, which are green training & development (X1) and green reward & compensation (X2) on the dependent variable employee engagement (Y) (Sugiyono, 2019). The decision making if $\text{Sig} < 0,05$ or $t\text{-value} > t\text{-table}$ then there is a partial effect between independent variables towards dependent variable with the t-value is 1,992.

Table 7: Partial t-test Green Training & Development

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.672	2.945		5.661	.000		
	Green Training & Development	.702	.109	.596	6.463	.000	1.000	1.000

a. Dependent Variable: Employee Engagement

Table 8: Partial t-test Green Reward & Compensation

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			
1	(Constant)	16.672	2.945		5.661	.000	
	Green Reward & Compensation	.396	.111	.307	3.581	.001	

	B	Std. Error	Beta		Tolerance	VIF
1 (Constant)	27.018	3.101		8.713	.000	
Green Reward & Compensation	.394	.141	.305	2.795	.007	1.000

a. Dependent Variable: Employee Engagement

Based on Table 7 and 8 the score of t-value (6,463) and (2,795) are higher compared with t-table (1,992), then the decision rejects the hypothesis null (Ho) and accepting alternative hypothesis (Ha), which means that there is positive and significant effect partially between independent variables towards dependent variable.

b. Simultaneous Test (F-test)

Simultaneous effect test (F-test) was used to determine whether the independent variable simultaneously affects the dependent variable (Sugiyono, 2019). The decision making if Sig < 0,05 or F-value > F-table then there is a simultaneous effect between independent variables towards dependent variable with the F-value is 3,119.

Table 9: Simultaneous F-test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	190.186	2	95.093	30.548	.000 ^b
	Residual	233.467	75	3.113		
	Total	423.654	77			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Green Training & Development, Green Reward & Compensation

The score of F-value (30,548) is higher compared with F-table (3,119) and the significant level is lower than 0,05 which is 0,000, then the decision rejects the hypothesis null (Ho) and accepting alternative hypothesis (Ha), which means that there is positive and significant effect simultaneously between green training & development and green reward & compensation towards employee engagement.

5. Coefficient of Determination Test

Coefficient of determination serves to show the magnitude of the contribution of the dependent variable. The higher the value of Adjusted R2, the greater the ability of green training & development (X1), and green reward & compensation (X2) to explain variations in changes to employee engagement (Y) (Priyatno, 2016).

Table 10: Coefficient of Determination Test Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.670 ^a	0.449	0.434	1.76434	0.449	30.548	2	75	0.000

a. Predictors: (Constant), Green Reward & Compensation, Green Training & Development

Based on Table 10, the amount of coefficient of determination Adjusted R2 is 0,434, this shows that employee engagement is influenced by green training & development, and green reward & compensation by 43,4%, while the remaining 56,6% is influenced by another factors or variables that doesn't include in this research.

6. Effective Contribution Analysis

Effective contribution analysis is an analysis to find out the contribution of independent variables on dependent variable, this analysis could describe which independent variables have the most contribution on effecting dependent variable (Baki Henong, 2016).

Table 11: Effective Contribution Analysis

Variable	Coefficients of Regression		R Square
	(Beta)	Coefficients of Correlation	
X1	0,596	0,596	0,449
X2	0,307	0,305	

Based on Table 11 to find out the score of effective contribution of each independent variables the formula must be conducted as follow:

$$\text{Effective contribution (\%)} = \text{Beta} \times \text{Coefficient Correlation} \times 100\% \quad (2)$$

1. Effective contribution green training & development (X1) on employee engagement (Y).

$$\text{Effective contribution (\%)} = 0,596 \times 0,596 \times 100\%$$

$$\text{Effective contribution (\%)} = 35,52\%$$

2. Effective contribution green reward & compensation (X2) on employee engagement (Y).

$$\text{Effective contribution (\%)} = 0,307 \times 0,305 \times 100\%$$

$$\text{Effective contribution (\%)} = 9,36\%$$

The Dominant Factor of GHRM in Increasing Employee Engagement

The result of quantitative analysis shows that the dominant factor of GHRM in increasing employee engagement is green training & development, it can be seen on the effective contribution score, which is the amount of 35,52%, meanwhile another factor, namely green reward & compensation just remain 9,36%. As describe by the former Learning & Development Manager of Hilton Bali Resort, Mr. Gandhi Yanowar, the reason behind the domination of green training & development is because of the intensity and initiative of green training & development, which is the intensity and initiative to conduct the training about green management for employee is more often than the reward that given to the employee about their green environment performance, this statement also validated by Mrs. Pauline Adriani, Human Resources Manager of Hilton Bali Resort. Another validation also comes from the detail implementation of green training & development and green reward & compensation, such as:

1. Green Training & Development

The detail implementation of green training & development at Hilton Bali Resort such as:

- a. Environment management to increase awareness, skill, and expertise

Hilton Bali Resort has been develop the training about environment management, by giving the employee a training to manage the waste, this training not just able to implemented in the workplace, but also in their own houses. The example of the waste management training is making an eco enzyme, it is a training to produce the organic liquid of household waste (fruit and vegetables), which the product can uses for many things, such as cleaning the utensils, anti-bacteria, as a midges, and many more. Based on this training, the employee will have a knowledge and awareness about how important and how is the impact of managing the waste, and experience about managing the waste. Thus, beside the employee will have a skill and increase their awareness, they also able to increase their expertise in maintain their own waste by implementing the skill of eco enzyme production. The employee could teach the skill to anyone else to spread the awareness of how important and beneficial to nurturing the environment. In Hilton Bali Resort this training usually held once a year, and the product uses for cleaning utensils and anti-bacteria.

- b. Green knowledge management

Implemented of green knowledge management is by giving the training about safety and security at workplace for employee, this training is about the way to secure the confidential data of the company, workplace, and the guest, and also how to handle some kind of disaster like earthquake, fire-fighting, terrorism or suspected guest, and many more. The example is fire-

fighting training, the training is teach how to extinguish the fire using fire extinguisher, and another related equipment in order to maintain the situation when there is a wildfire. Another example is terrorism and suspected guest, this training is given to all the employee, by giving them the rules and procedure when in case there is a suspected guest or stuff in the hotel. Those all about the emergency training is to maintain and sustaining the hotel operation. This training usually held every year with a different topic every month.

c. Green jobs to create an emotional involvement in environment management

In Hilton Bali Resort, the green jobs or training that create an emotional involvement in environment management is by applying environment training, this is a training about managing the waste in the workplace, and implementing energy saving behavior, in this training the employees will learn about using a waste paper for printing the non-confidential document, paperless office, and turn off any energy resources if it is not used anymore. This training usually held every 6 month, another training is no food waste, this training is about how important not to waste the food and how to make a sustainable food, this training encourage the employees not to wasting their food while having a meal at canteen, and trained the kitchen department to use or make a menu with the waste ingredients. This training usually held three times a year. The above jobs that trained to the employee impacted the emotional involvement in environment management, because it is applied to all the employees for together maintaining and implementing all those green jobs, thus make the individual emotionally engage that they must be include in applying the green jobs.

2. Green Reward & Compensation

The detail implementation of green reward & compensation at Hilton Bali Resort such as:

a. Environment management reward

Hilton Bali Resort awarding their employee who concern or applying environment management is by conducting light and warmth reward, this reward is about the implementation of sustainability management, in this event the employee who created or implementing the most impactful or creative sustainable product will recognized, and this reward is a global reward, which all the Hilton brand will held and compete with each other to find the most impactful employee. This reward usually held once a year, and the winner will get the global certificate and will be posted in Hilton Worldwide social media platform.

b. Recognition in environment management

Hilton Bali Resort recognize their employee in implementing environment management by conducting Team Member Appreciation Week (TMAW), this event is done fully in one week, the first two days the employee will be appreciated by giving them a gift or present, then the next day the employee will joining the competition of recycle management, in this competition each department remind to create a creative product by using a waste stuff, and the winner of this competition will rewarded a cash. This recognition event usually held every once a year.

c. Financially and non-financially rewarding for employee good environmental performance.

In Hilton Bali Resort, the rewarding or compensation system for good environment performance is divided into two, which are, first financially reward system, this system is appreciate or rewarding the employee by giving them a bonus, example in TMAW event, the winner of recycle management competition is rewarded a cash, second one is non-financially reward system, in this system the employee will be rewarded by giving them a gift or present, and certificate for their good environment performance or management, example in light and warmth reward, the employee is rewarded a global certificate by their sustainability management and posted or recognized on Hilton Worldwide social media platform.

Conclusions

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. 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. 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, thus the implementation of green reward & compensation need to increase by creating more recognition about employee green performance .

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