

# Implementation Of Green Performance Management To Supporting Environmental Performance At Hilton Bali

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**Abstract:** This study aims to determine the implementation of Green Performance Management and analyze the influence of Green Performance Management in supporting environmental performance at the Hilton Bali Resort. The population in this study were all employees who worked at the Hilton Bali Resort, totaling 100 people. Using the Slovin formula and the proportional stratified random sampling method, the number of samples that became respondents in this study was 50. The data collection method used is by conducting observations, interviews, questionnaires, and literature studies. To analyze the data of this study using quantitative and qualitative descriptive methods with analysis techniques using simple linear regression and processed through the SPSS version 16.0 program. The results of this study indicate that the practice of Green Performance Management has been implemented correctly and has a positive impact on supporting environmental performance. Based on the simple linear regression analysis used for the coefficient of determination, it shows a value of 0.476, which means that Green Performance Management contributes 47.61% to environmental performance and the remaining 52.39% is influenced by other factors not examined. Therefore, implementing Green Performance Management will provide positive support for environmental performance, where the environment will be cleaner and healthier and able to provide good results to Hilton Bali Resort and the surrounding environment.

**Keywords:** Implementation, Green Performance Management, Environmental Performance

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## Introduction

Global warming is one of the environmental problems facing the world today. Global warming is the process of the average temperature of the earth's surface. This increase in the earth's surface temperature is produced by various human activities that can increase greenhouse gas emissions which will have an impact on the environment (Ramli Utina, 2012). Various efforts were made to address the problem of global warming so that the development of each country began to implement various policies in an effort to support a sustainable environment.

Sustainability which has several meanings, which can be said to be an ability to continue something that is done without time limits. So that sustainable environmental linkages can be interpreted as a condition of balance, resilience, and interrelationships that allow humans to meet their needs without exceeding the capacity of their supporting ecosystem and be able to regenerate to continue to be able to meet their needs in the future (Cahyani, 2020). In its implementation, it is closely related to human efforts to take environmental sustainability actions to minimize the deterioration of the environment (Isrososiawan et al., 2020).

The application of policies in environmental sustainability is something that must be done by all parties related to business fields that have an impact on the environment, for example in the industrial, agricultural, livestock, fisheries, and tourism sectors. The tourism sector as a sector is closely related to the use of the environment as a tourist attraction that can attract tourists to visit a destination. The tourism sector is a sector that has high profits from its business operations and is closely related to the environment (Sari, 2015).

In the field of tourism, there are several elements that must be met, including accommodation, catering and restaurant services, transportation and transportation services, money changers, tourist attractions, and travel agencies. Of the six elements, accommodation is one of the most important, where accommodation can be in the form of hotels, resorts, and others. The hotel accommodation sector which continues to experience quite massive development tends to pay less attention to environmental aspects which in the future will affect the sustainability of the local social environment. With the many environmental problems facing the hotel industry, it encourages the Human Resources Department to implement sustainable business practices. Where this situation not only has an impact on the environment but also on employees who work in the hospitality industry (Toha & Miyanto, 2015).

One of the implementations carried out by the Human Resources Department in implementing sustainable business practices is the practice of Green Human Resources Management. The implementation of green human

resources management in the tourism industry is still rarely done, even though the tourism industry has a big impact not only on the economic sector but also on human resources and the environment. Hence, this is the basic need to implement green human resources management, especially in the tourism industry. Green Human Resources Management is an effort to meet needs that have an impact on the balance between organizational growth to create wealth and protection of the natural environment that makes it possible to build a successful future (Shahriari et al., 2019). There are four practices that can support the implementation of GHRM, namely green recruitment and selection (environmentally friendly recruitment and selection), green job analysis and design (environmentally friendly job analysis and design), green training and development (environmentally friendly training and development), and green performance management (environmentally friendly performance management) (Zurnali & Sujanto, 2020). Of the four dimensions contained in the application of GHRM, green performance management is one of the four dimensions that have a very close relationship with the environment. With environmentally friendly performance management, every employee's efforts must focus on achieving strategic goals. Environmentally friendly performance management implies being a systematic process in which a company sets green goals to be achieved by individual employees and teams and periodically assesses how these goals are being achieved and employs various management strategies to help employees and teams achieve them effectively and efficiently (R. Wayne Dean Mondy & Joseph J. Martocchio, 2016).

Environmental performance refers to the environmental results of the hotel from the environmental activities it implements to reduce negative effects on the environment. Effective implementation of environmental performance can only be achieved by organizations that have the right people with the right skills and abilities (Isrososiawan et al., 2020). GHRM practice is the best approach that helps organizations to implement environmental performance programs by forming green employees who can appreciate and identify environmental issues in business activities by concentrating on green recruitment and selection; green training and development; green performance management and assessment; and green payment and reward systems as well as improving human resources (Dutta, 2012).

One of the hotels that implementing green performance management practices is the Hilton Bali Resort. Hilton Bali Resort is a five-star hotel located in southern Bali, precisely on Jalan Raya Nusa Dua Selatan. Offering serenity, warmth and a beautiful tropical atmosphere, this hotel is located on top of the Sawangan cliffs, with direct views of the Indian Ocean. With the beauty on offer, Hilton Bali Resort is trying very hard to maintain the beauty by paying attention to the surrounding environment. The steps taken in protecting the surrounding environment are to enforce an invitation (campaign) to guests and employees to care for the environment together. Campaigns applied to guests, namely changing linen every 2 days, use of liquid/refill shampoo and soap, use of wooden toothbrushes and only provided on request, use of pencils in rooms and meeting rooms, use of glass water bottles, in rooms and meeting rooms, no plastic straws available (if only needed, use non-plastic straws), and a zero food waste campaign. The campaigns implemented for employees are zero food waste in the canteen, adequate use of electricity and water, use of recycle paper, recycling of water waste to water the garden/grass, zero food waste at buffet breakfast in collaboration with SOS, Corporate Social Responsibility (CSR) programs (planting trees, cleaning the beach and the surrounding environment, and cleaning mangroves), planting vegetables and herbs in the hotel environment for their own use at the hotel. Based on this background description, the authors are interested in researching and seeking more in-depth information about "Implementation of Green Performance Management in Supporting Environmental Performance at Hilton Bali Resort".

## Method

This research was conducted at the Hilton Bali Resort which is a product of the Hilton Worldwide business. This hotel is located on Jl. Raya Nusa Dua Selatan, Benoa, South Kuta, Badung, Bali. In this study, two variables were used, namely the independent variable (X) and the dependent variable. The independent variable in this study is Green Performance Management (X), while the dependent variable in this study is Environmental Performance. This study uses descriptive qualitative and quantitative descriptive analysis with data collection in the form of observations, interviews related to the formulation of the problem, distributing questionnaires, and literature study. Descriptive research is research that is intended to explore or clarify an existing symptom, phenomenon, or social reality. Qualitative descriptive analysis is used to describe how the implementation of green performance management implemented by Hilton Bali Resort is analyzed with 7 indicators developed by Irmawati & Trihardjanti (2020). The respondent determination method used is proportional stratified random sampling with the Slovin formula, which is a sampling technique in heterogeneous and stratified populations by taking samples from each sub-population whose number is adjusted to the number of members from each sub-population randomly or haphazardly (Sugiyono, 2015). So that the number of respondents in this study was 50 respondents. The analysis technique used in this study is a simple linear regression analysis technique proposed by Sugiyono (2013), which states that there are several stages

of testing in this study, namely instrument testing, classical assumption test, simple linear re-gression test, coefficient of determination, and hypothesis test.

## Result and Discussion

### Result

The purpose of this study was to see whether the independent variable had a significant effect on the dependent variable either partially or simultaneously.

**Table 1.** Validity Test Results

No	Variables	r hitung	r table	Description
	Green Performance Management (X)			
1	Indicator 1	0,467	0,2787	Valid
	Indicator 2	0,732	0,2787	Valid
	Indicator 3	0,515	0,2787	Valid
	Indicator 4	0,763	0,2787	Valid
	Indicator 5	0,776	0,2787	Valid
	Indicator 6	0,560	0,2787	Valid
	Indicator 7	0,775	0,2787	Valid
	Environmental Performance (Y)			
2	Indicator 1	0,374	0,2787	Valid
	Indicator 2	0,462	0,2787	Valid
	Indicator 3	0,604	0,2787	Valid
	Indicator 4	0,486	0,2787	Valid
	Indicator 5	0,738	0,2787	Valid
	Indicator 6	0,486	0,2787	Valid

Source: Data processed 2022

Table 1 shows that all indicators used to measure the variables used in this study have a correlation value or r-count greater than 0.2787, from these results indicate that all of these indicators are valid and can be used

**Table 2.** Reliability Test Results.

No	Variable	Cronbach's Alpha	Cronbach's Standard	Information
1	Green Performance Management (X)	0.769	0.6	Reliable
2	Environmental Performance (Y)	0.417	0.6	Reliable

Source: Data processed 2022

The reliability test results are in table 2 shows that the value of Cronbach's Alpha is greater than 0.60 so it can be said that all measuring concepts of each variable from the questionnaire are reliable, which means that the questionnaire can be used in this study

**Table 3.** Test Results Correlation

		Green Performance Management	Environmental
Performance Green Performance Management	Pearson Correlation	1,690	Sig**
	. (2-tailed)		.000
	N	50	50
Environmental Performance	Pearson Correlation	.690**	1
	Sig. (2-tailed)	.000	
	N	50	50

Source: Data processed 2022

Table 3 shows that the significance value is less than 0.05, which is 0.000 and the Pearson correlation is 0.690. With the results of the correlation coefficient values obtained, it is stated that there is a strong correlation between green performance management and environmental performance in accordance with the evidence that the correlation coefficient value is 0.690, which ranges from 0.61 to 0.80 coefficients. So it can be concluded that the variables of green performance management (X) and environmental performance (Y) have a relationship or can be said to be correlated, and these two variables have a correlation with the degree of relationship, namely a strong correlation and a positive form of relationship.

**Table 4.** Kolmogrov-Smirnov Normality Test Results

		Unstandardized Residual
N		50
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	1.39291034
Most Extreme Differences	Absolute	.114
	Positive	.091
	Negative	-.114
Kolmogorov-Smirnov Z		.803
Asymp. Sig. (2-tailed)		.539

Source: Data processed 2022

Based on table 4 the magnitude of the Asymp value. Sig (2 talied) is 0.539, which means that the value above is a significant value of 0.05, so it can be concluded that the residual value is normally distributed. This result is in accordance with the results of the normality test of the previous graph analysis which states that the data is normally distributed.

**Table 5.** Linearity Test

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Environmental Performance *	Between Groups (Combined)	112,375	12	9,365	5,011,000	000
	Linearity	86,450	1	86,450	46,260	25,925
	Deviation from Linearity	284	11	2,357	1,261	69,145
Green Performance Management	Within Groups		, 37	1,869		
	Total	181,520	49			

Source: Data processed 2022

Based on table 5 it is known that the value of the sig deviation from linearity is  $0.284 > 0.05$ , it can be concluded that there is a linear relationship between the independent variable, namely green performance management and the dependent variable, namely environmental performance. A linear relationship is that every change that occurs in one variable will be followed by a change of equal magnitude in the other variables, where if the green performance management experiences a change, the environmental performance variable will also experience a change.

**Table 6.** Heteroscedasticity Test  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.545	.768			Green 2.013	.050
Performance Management	-.018	.033	-.077	-.537		.594

Source: Data processed 2022

Based on table 6 it is known that the significance value is  $0.594 > 0.05$ , it can be concluded that there is no heteroscedasticity problem in the data so that there is no deviation from the terms of the classification assumption in linear regression.

**Table 7.** Simple Regression Test Results  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	11,744	1.361			8,627,000	.388
Green Performance	.059	.690	6,607	000		Management

Source: Data processed 2022

Based on table 7 it is known that the constant (a) value is 11.744, while the green performance management (b/regression coefficient) is 0.388 so that the regression equation can be written:

$$Y = a + bX$$

$$Y = 11.744 + 0.388 X$$

The equation can be translated:

- The constant is 11.744, meaning that the consistent green performance management is 11.744.
- The X regression coefficient of 0.388 states that for every 1% addition to the value of green performance management, the value of environmental performance increases by 0.388. The regression coefficient is positive, so it is said that the direction of the influence of the variable X on Y is positive.

**Table 8.** Results of Model Determination Coefficient  
**Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Source
1	.690 <sup>a</sup>	.476	.465	1.407	

Source: Data processed 2022

Based on these calculations, it is known that the coefficient of determination is 47.61%, which means that the green performance management contributes 47.61% to the performance variable. environment. While the remaining 52.39% is caused by other factors or variables not examined by the author.

**Table 9.** Results of Coefficients of Determination  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	11,744	1.361			8,627	.000
Green Performance Management	.388	.059	.690		6,607	.000

Source: Data processed 2022

Based on these calculations, it can be seen that the t value of the green performance management 6.607 > t table 2.010 with a significance value of 0.000. The significance value is smaller than the limit of the significance value, which is 0.05. In addition, by looking at the positive coefficient value, the hypothesis which states that the green performance management has a significant effect on environmental performance at the Hilton Bali Resort can be accepted.

Discussion

**Table 8.** Results of Model Determination Coefficient  
**Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.690 <sup>a</sup>	.476	.465	1.407	Source

Source: Data processed 2022

Based on these calculations, it is known that the coefficient of determination is 47.61%, which means that the green performance management contributes 47.61% to the performance variable. environment. While the remaining 52.39% is caused by other factors or variables not examined by the author.

Implementation of green performance management implemented by Hilton Bali Resort in practice "Travel with Purpose" is intended as Hilton's environmental, social and governance strategy to promote globally responsible travel and tourism. The practice of Travel with Purpose is divided into 3 parts, including:

1) Energy

Energy is a major requirement that must be owned by a hotel in order to operate smoothly, where the use of energy in each hotel is a concern for all agencies, one of which is the Hilton Bali Resort which implements environmentally friendly practices in terms of energy through the use of LED (Light Emitting Diode) throughout the hotel. The use of LED aims to save energy which will also affect the environment, where LED can save up to 90% of energy compared to traditional light bulbs with the same light output. Another implementation carried out is a campaign that applies to all hotel employees, where this is carried out with a notification to turn off all electronic devices, be it lights, computers and other work tools related to electricity when leaving the office or when working hours end. .

2) Water

As we know that water is an important thing in every thing, especially hotel and company operations. The implementation of green performance management in terms of water is carried out through an invitation (campaign) both to guests and employees to jointly regulate the use of water as efficiently as possible by using enough water and as necessary. Another implementation carried out by Hilton Bali Resort is by recycling water for use in watering the gardens around the hotel. Another step taken is by collaborating with the "Sungai Watch" community, which is a community that cares about the environment by cleaning rivers to protect water flows throughout Indonesia.

3) Garbage/waste

Management of garbage/waste is the third implementation carried out by Hilton Bali Resort in implementing green performance management. This implementation is carried out in the form of a zero food waste campaign that is applied to employees and guests. This implementation is carried out by sorting organic and inorganic waste, so that organic waste will later be processed into compost for fertilizing plants. Other things that are carried out are by collaborating with third parties in recycling used cooking oil (UCO) to be used as biodiesel, collecting used soaps which will be reprocessed into new soap through a processing process in collaboration with Ecolab so that they can reduce the disposal of soap waste to landfills.

## Conclusion

The implementation of green performance management implemented by Hilton Bali Resort is effective in supporting environmental performance. The practice of travel with purpose is divided into 3 parts, namely saving energy, water, and managing waste/waste. Where with this practice will provide positive support for environmental performance, where the environment will be cleaner and healthier and able to provide good results to Hilton Bali Resort and also to the surrounding environment. As for the effect of green performance management based on the results of partial hypothesis testing, it shows that green performance management has a positive and significant effect in supporting environmental performance at the Hilton Bali Resort. This states, if you apply green performance management, it can improve environmental performance. The result of the coefficient of determination by looking at the R Square explains that the green performance management contributes 47.61% to the environmental performance variable, while the remaining 52.39% is influenced by other factors or variables not explained in this study.

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