

Implementation of Green Recruitment And Selection To Increase Work Productivity At The Kayon Resort Ubud

Dewa Ayu Dianawati^{1*}, I Nyoman Winia², I Ketut Utama³

¹ Manajemen Bisnis Pariwisata, Pariwisata, Politeknik Negeri Bali

² Manajemen Bisnis Pariwisata, Pariwisata, Politeknik Negeri Bali

³ Manajemen Bisnis Pariwisata, Pariwisata, Politeknik Negeri Bali

*Corresponding Author: dewayudianawati15@gmail.com

Abstract: This study focuses on analyzing the implementation of green recruitment and selection in increasing work productivity at The Kayon Resort Ubud, Bali either partially or simultaneously. research data were collected through observation, interviews, questionnaires and documentation. questionnaires were distributed to 30 people consisting of managers and employees at The Kayon Resort Ubud. Quantitative analysis was used to analyze the data. The results of this study indicate that the implementation of green recruitment and selection has been partially implemented at The Kayon Resort Ubud, Bali this is proven by the Tri Hita Karana concept that is applied and there is a partial or simultaneous influence of the green recruitment and selection variable on work productivity. Based on the multiple linear regression analysis used.

Keywords: green recruitment, green selection, work productivity

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Introduction

Management of Human Resources (HR) is important in achieving efficiency in work productivity. Anjana Nath Regional Head HR, Fortis health ltd defines in (Opatha & Arulrajah 2014) Green Human Resource Management (Green HRM) as an environmentally friendly HR initiative that leads to higher efficiency and employee engagement in terms of This results in greater efficiency, cost lower levels, and employee involvement in helping organizations to behave environmentally friendly, through energy-efficient human resource management activities, through virtual telecommunications in HR planning processes such as: procurement, directing, developing, maintaining, and laying off HR. One of the important activities in HR management is the recruitment and selection process. (Ernawati & Suzana 2014)

From the description above, it can be concluded that Green Recruitment And Selection is a very important factor in increasing work productivity (Tang at al 2018). because the environmentally friendly selection can minimize the use of environmentally friendly goods and operational processes, which is one of the important processes to get employees who have good work quality, in achieving high work productivity (Rivai 2004). Productivity is a comparison between output (output) with input (input). Besides that, it can also support the company for qualified employees in accordance with company goals. Therefore, the Human Resources Management (HRM) at The Kayon Resort needs the concept of Green Recruitment And Selection. (Opatha & Arulrajah 2014). The number of employees in a hotel must be in accordance with the needs of the hotel's operations itself.

Table 1. Employee Data at The Kayon Resort

No	Department	Number of employees			
		2019	2020	2021	2022
1	General	2	2	2	2
2	Accounting	3	3	4	4
3	Engineering	5	5	5	5
4	Food & Beverage Products	8	9	8	8
5	Food & Beverage Service	8	8	8	8
6	Human Resources and Security	6	6	6	6

7	Front Office	8	9	7	6
8	Housekeeping	9	9	9	9
9	S&M and Corporate	5	6	4	4
10	SPA	7	7	3	3
	Total	61	64	56	55

From the table above, it can be seen that there has been an increase and decrease in employees of each department at The Kayon Resort over the last four years. Situations like this greatly affect the work productivity of employees because if the workload provided is not in accordance with the number of workers, the work is completed longer so that the quality of services is not optimal which results in disrupted work productivity. (Harras at al 2020)

Therefore, the Human Resources Department (HRD) will carry out a recruitment and selection process to find candidates who will fill vacant positions so that work productivity is maintained. (Anoraga 2004) However, due to the current pandemic situation, restrictions on the number of applicants have also been made, (Edy Sutrisno 2009) where The Kayon Resort opens vacancies in internal companies first by considering students who were formerly trainees at The Kayon Resort ubud. The recruitment and selection process carried out by HRD at this time has not yet implemented the Green concept, as evidenced by the applicants who are still collecting their curriculum vitae (CV) in the form of a hard copy and filling out the interview form and the interview process which is each manual, so that it still does not show the implementation of the concept. green recruitment and selection. (Pham & Paillé 2020)

From the HRD policy, it can be concluded that the recruitment process is used less compared to the selection process which is more often used by HRD at The Kayon Resort Ubud, because it is considered more efficient in terms of time and effort. In addition, it is also easier to get qualified employees. because it considers the experience and knowledge that has been gained during the traineeship and also the ability of the candidate who is already known by the Manager in the Department that requires additional Daily workers (DW) and employees. (Hasibuan 2002)

Method

This research was conducted at The Kayon Resort for 6 months at the Human Resources Department (HRD). This study used qualitative and quantitative data with primary and secondary data sources. (Tanzeh & Arikunto 2004) Methods of data collection using a questionnaire, observation, and documentation. This study was measured on a 4-point Likert scale with 13 indicators such as needs, qualifications, publications, documentation selection, clear stages, quality of methods, expert examiners, selection facilities, strong determination, high morale, persistence in maintaining performance, seriousness in achieving targets, and impactful outcomes. with 13 statements using a frequency distribution. This study uses purposive sampling, namely the technique of determining the research sample with certain considerations at making the data obtained in accordance with what is being studied. Sugiyono (2016) so that the number of respondents used was 30 respondents. Then, the analysis used is descriptive quantitative using multiple linear regression analysis. Which consists of validity, reliability, multiple correlation analysis, classical assumption test, multiple linear regression analysis and hypothesis testing. (Ghozali, 2009)

Result and Discussion

In this study, two variables were used, namely the independent variable (X) and the dependent variable (Y). The independent variables in this study consist of green recruitment (X1) and green selection (X2), each variable having 4 indicators, namely: Needs, Qualifications, Publications and Documentation Selection which are indicators of green recruitment (X1). The indicators of green selection (X2) are: clear stages, method quality, expert examiners, selection facilities. The work variable in this study is Productivity (Y) which has 5 indicators, namely: strong determination, high work spirit, persistence in achieving performance, sincerity in achieving targets and impactful work results. The following is the framework of thinking in this research, namely (Harras at al, 2020):

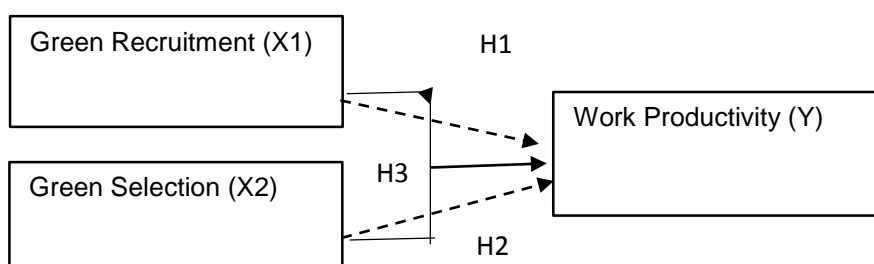


Figure 1 Thinking framework

Note:

- ←————→ = Partial effect of variable
- = Effect of variables simultaneously

1. Characteristics of respondents
 - a. Characteristics by department

Table 2. Respondents by department

Department	Amount	Percentage
<i>General</i>	1	3.33
<i>Human Resources</i>	3	10.00
<i>Engineering</i>	2	6.67
<i>Housekeeping</i>	5	16.67
<i>Front Office</i>	2	6.67
<i>Accounting</i>	3	10.00
<i>F&B Service</i>	4	13.33
<i>F&B Products</i>	4	13.33
<i>Sales and Marketing</i>	4	13.33
<i>Spa</i>	2	6.67
Total	30	100.00

From table 2 above, it can be seen that The Kayon Resort has 10 operating departments, with data tabulation.

- b. Respondents by gender

Table 3. Respondents by gender

Gender	Amount	Percentage
Man	18	60.00
Woman	12	40.00
Total	30	100.00

Table 3 above shows employees grouped by gender

2. Validity test

Table 4 Validity Test Results

No	Variable	r count	r Table	Information
Green Selection (X1)				
1	Indicator 1	0.774	0.361	Valid
	indicator 2	0.662	0.361	Valid
	3 indicator	0.692	0.361	Valid
	4 . indicator	0.744	0.361	Valid
Green Recruitment (X2)				
2	Indicator 1	0.740	0.361	Valid
	indicator 2	0.788	0.361	Valid
	3 indicator	0.808	0.361	Valid
	4 . indicator	0.837	0.361	Valid
Work Productivity(X3)				
3	Indicator 1	0.565	0.361	Valid
	indicator 2	0.839	0.361	Valid
	3 indicator	0.810	0.361	Valid
	4 . indicator	0.883	0.361	Valid
	5 . indicator	0.854	0.361	Valid

Table 4. shows that all indicators used to measure the variables used in this study have a correlation value or r-count greater than 0.361. from these results indicate that all of these indicators are valid.

3. Reliability Test

Table 5 Reliability Test Results

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.887	0.887	13

The results of the reliability test in Table 5 show that the value of Cronbach's Alpha is greater than 0.70 so that 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.

4. Multiple Correlation Test

Table 6 Multiple Correlation Test Results

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.577a	0.333	0.284	1.79179	0.333	6746	2	27	0.004

a. Predictors: (Constant), Green Selection, Green Recruitment

In Table 6 it can be seen that the value of the multiple correlation coefficient or R Value is 0.577 which is in the coefficient range of 0.40 – 0.599. This means that there is a moderate correlation between Green recruitment (X1) and Green Selection (X2) on work productivity (Y).

5. Classic assumption test

a. Normal Testitas

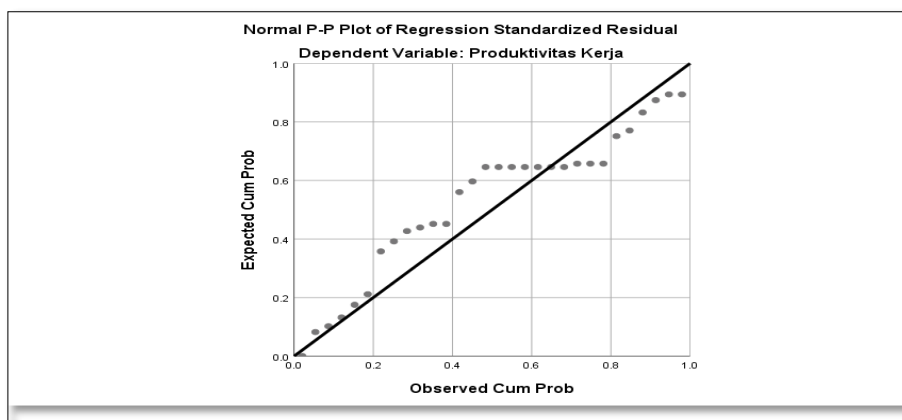


Figure 1 Normality test plot

In Figure 1 it can be seen that the data spreads around the diagonal line and follows the direction of the diagonal line, it can be said that the regression model meets normality.

b. Multicollinearity Test

Table 7 Multicollinearity Test Results

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.439	4.273		0.571	0.573		
	Green Recruitment (X1)	0.783	0.383	0.431	2,041	0.051	0.555	1,803
	Green Selection (X2)	0.273	0.299	0.193	0.912	0.370	0.555	1,803

a. Dependent Variable: Work Productivity Y

From table 7 it can be seen that the Green recruitment and Green selection variables have a tolerance value of 0.555 ($0.555 > 0.1$) with a VIF value of 1.803 ($1.803 < 10$), this indicates that there is no multicollinearity.

c. Heteroscedasticity Test

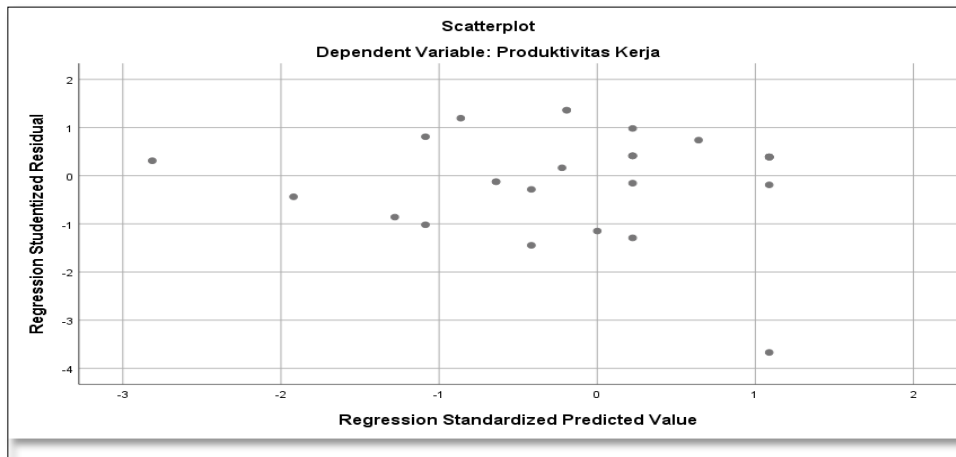


Figure 2 Heteroscedasticity Test Plot

From the graph in figure 2, it can be seen that the points spread randomly, do not form a certain clear pattern, and are spread both above and below the number 0 (zero) on the Y axis, this means that there is no deviation from the classical assumption of heteroscedasticity in picture 2 regression model created

d. Linearity Test

Table 8 Linearity Test Results

ANOVA Table					
	Sum of Squares	df	Mean Square	F	Sig.
(Combined)	27,795	12	2,316	0.669	0.758

Unstandardized Residual * Unstandardized Predicted Value	Between Groups	linearity	0.000	1	0.000	0.000	1,000
		Deviation from Linearity	27,795	11	2,527	0.729	0.698
	Within Groups		58,889	17	3,464		
	Total		86,684	29			

From table 8 it can be seen that the value of *Sig Deviation from Linearity* is $0.698 > 0.05$ so it can be concluded that there is a linear relationship between the independent variable, namely Green recruitment and selection, and the dependent variable, namely work productivity.

e. Multiple Regression Analysis

Table 9 Results of Multiple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.439	4.273		0.571	0.573
	Green Recruitment (X1)	0.783	0.383	0.431	2,041	0.051
	Green Selection (X2)	0.273	0.299	0.193	0.912	0.370

a. Dependent Variable: Work Productivity Y

Based on table 9 above, it can be seen that the regression equation formed is:

$$Y = 2.439 + 0.783 (x1) + 0.273(x2)$$

- a. The constant of 2,439 indicates that when the two independent variables are zero (0) and there is no change, then work productivity is predicted to be worth 2,439 times.
- b. The X1 variable, namely Green recruitment, has a regression coefficient value of 0.783, indicating that when Green Recruitment increases, it is predicted to increase work productivity by 0.738 times
- c. The X2 variable, namely Green selection, has a regression coefficient of 0.273, indicating that when Green selection increases, it is predicted that it will increase work productivity by 0.273 times.

6. Hypothesis testing

a. Partial Significance Test

Table 10 T Test Results

Variable	T count	sig T
Green Recruitment X1	2,739	0.011
Green Selection X2	3.981	0.000

$$t\text{-table} = t(a/2 ; n - k - 1)$$

$$t\text{-table} = t(0.05/2 ; 30 - 2 - 1)$$

$$t\text{-table} = t(0.025 ; 37)$$

So that the t table obtained is 2.042

From table 10 it can be concluded that the Green recruitment variable got results, namely the sig value of 0.011 < 0.05 and t-count 2.739 > 2.042, this means that the results of the hypothesis test state that Ho is rejected and H1 is accepted. positive on work productivity and the Green Selection variable, getting the results that the sig value of 0.000 < 0.05 and t-count 3.981 > 2.042, then this means that the results of the hypothesis test state that Ho is rejected and H2 is accepted in other words the Green Selection variable has an influence on work productivity.

b. Simultaneous Significance Test

Table 11 F Test Results

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47,872	2	23,936	7,869	.002b
	Residual	82.128	27	3.042		
	Total	130,000	29			

a. Dependent Variable:
Work Productivity Y

b. Predictors: (Constant), Green Recruitment (X1), Green Selection (X2)

F-table = F(k ; n - k)
F-table = F(2 ; 30 - 2)
F-table = F(2 ; 38)

The results of statistical calculations show that the sig value is 0.002 < 0.05 and F-count 7.869 > 3.32, then this means that the results of the hypothesis test state that Ho is rejected and H3 is accepted. In other words, the Green recruitment and selection variable has an influence on overall work productivity. simultaneous.

d. Coefficient of Determination(R2)

Table 12 Test results for the coefficient of determination R2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577a	0.333	0.284	1.79179

Based on table 12, information is obtained that the value of the correlation coefficient or (R) obtained is 0.577. thus the coefficient of determination can be calculated as follows:

$$Kd = (R)^2 \times 100 \%$$

$$Kd = (0.577)^2 \times 100 \%$$
 or value of R square x 100% (0.333 x 100%)

$$Kd = 33.3\%$$

From the results of the above calculation, it can be seen that the value of the coefficient of determination obtained is 33.3%. This shows that the two independent variables consisting of green recruitment and selection contribute to work productivity of 33.3%, while the remaining 66.7% is a contribution from other variables not examined by the author.

Based on the results of the R Square test, it was found that green recruitment and selection had a 33.3% effect on increasing work productivity. To explore the results of the analysis conducted, the authors conducted interviews with parties from The Kayon Resort Ubud, namely the Human Resources Coordinator, Operational Manager, and Accounting Staff, the following results were obtained:

- The implementation of green recruitment and selection at The Kayon resort ubud is considered an important process in achieving work productivity through qualified employees, therefore green recruitment and selection has been partially implemented by the Human Resources department although it is still not optimal as evidenced by the concept of management which is based on Tri Hita Karana.
- The Human Resources department has given rewards and also appreciation to employees who have achievements as a form of appreciation for work achievements that are given through best employee activities and staff gatherings which are directly handled by human resources and General Manager at The Kayon Resort Ubud.

- c. Human Resources stated that they are planning to maximize the application of the concept of green recruitment and selection through the use of electronic media such as digital platforms and also google forms.
- d. Implementation of very strict standard operating procedures in the midst of a pandemic is also carried out such as the distribution of regular work shifts, provision of adequate health and hygiene facilities, distribution of strict rest hours so as to reduce the crowd of employees and during the recruitment and selection process during the pandemic it is carried out on a scheduled basis. This is done through internal hotel candidates, namely students who have been trainees at The Kayon Resort Ubud

Conclusion

Based on the results of the research analysis and the results of the discussions that have been described previously, it can be concluded that: From the primary data obtained from the distribution of questionnaires, reliability testing was carried out to find out that the respondents' answers to the statements were consistent from time to time. And testing the validity to measure whether or not a questionnaire is valid. The results of the reliability and validity test showed that all statements in each variable on the questionnaire were reliable and valid.

In the multiple correlation test, the results show that there has been a moderate correlation between green recruitment and selection on work productivity in accordance with the evidence that the value of the multiple correlation coefficient or R Value is 0.577 which is in the range of 0.40 – 0.599 coefficient. This means that there is a moderate correlation between Green recruitment (X1) and Green Selection (X2) on work productivity (Y).

In the classical assumption test which includes multicollinearity test, heteroscedasticity test and normality test, it shows that in the regression model there is no correlation between independent variables and there is no heteroscedasticity and has a normal distribution. There is an effect of Green recruitment and selection on work productivity at The Kayon Resort Ubud. This is evidenced by the results namely the sig value of $0.011 < 0.05$ and t-count $2.739 > 2.042$, This result means that Green recruitment (X1) has a positive and significant effect on work productivity (Y) in other words H1 is accepted. In addition, there is the effect of Green Selection on work productivity at The Kayon Resort Ubud. This is evidenced by statistical results namely the sig value of $0.000 < 0.05$ and t-count $3.981 > 2.042$, This result means that Green Selection (X2) has a positive and significant effect on work productivity (Y) in other words H2 is accepted.

Based on the results of the regression calculations prove that simultaneously *Green recruitment and selection* has an influence on work productivity at The Kayon Resort Ubud. because sig value of $0.002 < 0.05$ and F-count $7.869 > 3.32$ then this means that the results of the hypothesis test state that H_0 is rejected and H_3 is accepted. The results of the regression calculation show that from the two independent variables used in this study, namely *Green recruitment and selection* which has a significant influence on the dependent variable or work productivity which can be seen from the results of the calculation of the coefficient of determination (R^2) is 33.3%.

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