

# Implementation of Green Human Resource Management to Improve Environmental Performance at The Apurva Kempinski Bali

Vanessa Angeline Rumaté<sup>1\*</sup>, Ni Putu Wiwiek Ary Susyarini<sup>2</sup>, Ida Ayu Elistyawati<sup>3</sup>

<sup>1</sup> Manajemen Bisnis Pariwisata, Pariwisata, Politeknik Negeri Bali

<sup>2</sup> Manajemen Bisnis Pariwisata, Pariwisata, Politeknik Negeri Bali

<sup>3</sup> Manajemen Bisnis Pariwisata, Pariwisata, Politeknik Negeri Bali

\*Corresponding Author: [vanessangelina43@gmail.com](mailto:vanessangelina43@gmail.com)

**Abstract:** This study aims to analyze the implementation of green human resources which consists of green recruitment and selection, green training and development, green performance evaluation, green reward management, and green employee relations which aims to improve environmental performance at The Apurva Kempinski Bali. Data collection methods used are observation, interviews, questionnaires, and literature study. The respondents of this study were 85 employees who worked at The Apurva Kempinski Bali using the slovin method. The data analysis technique used is descriptive qualitative and simple linear regression analysis. Before conducting the analysis, the validity and reliability tests were conducted on the questionnaires distributed to the respondents. Based on the results of the t-test that has been carried out, it is concluded that the Green Human Resource Management variable partially has a positive influence on Environmental Performance at The Apurva Kempinski Bali. With the results of the t-test (partial) shows the significance value of the influence of Green human resource management on environmental performance is  $0.000 < 0.05$  and the t-value is  $12.655 > t_{table}$  value is  $1.98932$ .

**Keywords:** Green Human Resource Management, Environmental Performance

**Informasi Artikel:** Pengajuan Repository pada September 2022/ Submission to Repository on September 2022

## Introduction

The outbreak of the corona virus (Covid-19) was detected in Wuhan, China in 2019. WHO declared the disease a pandemic and began to enter Indonesia on March 2, 2020. Not only in Indonesia, but the whole world feels its impact. As a result of this outbreak, many of the tourism industry and other sectors are experiencing difficulties. In the context of efforts to develop the tourism industry sector which has a positive impact on the surrounding environment, many hotels carry out the utilization of the potential of the tourism industry sector which prioritizes development to improve environmental conservation, which will directly or indirectly have an impact on the surrounding environment, both in the short and long term.

The rapid development of the world of tourism will greatly affect the economy of the community, businesses in the tourism sector such as restaurant accommodation services, family tourism spots, cultural tourism spots and the hotel business of course. Hotels are very important accommodations for the world of tourism because in this modern era it is very possible to travel long distances, therefore tourists really need lodging services such as hotels. The rise of the hotel business makes entrepreneurs compete to provide maximum service for tourists. Services such as comfort, friendliness to hospitality to the environment are very influential on guest satisfaction.

Preservation of the natural environment has become an important issue over the last few decades. Almost every industry has implemented environmental protection practices. Organizations that apply green business concepts such as Green Human Resource Management (GHRM) will achieve greater financial savings that generate profits. Green business such as GHRM can help organizations to improve company performance especially environmental performance and achieve a green corporate culture.

Environmental performance is gradually becoming very important for organizations such as the hotel industry because it is pressured by many stakeholders such as society, competitors, and government authorities. The hotel industry is growing rapidly in developing countries due to the increasing tourism industry. However, on the other hand, the hospitality industry is one sector that contributes greatly to environmental problems. Due to the many environmental problems facing the hotel industry, implementing sustainable business practices such as encouraging the implementation of GHRM practices will provide a win-win situation for the organization and its stakeholders. (Deshwal, 2015) views Green Human Resource Management as an organizational strategy to increase employee environmental awareness.

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). GHRM practices are also applied in order to support the idea of going green because the company is aware that it takes pro-environmental behavior at the individual level or green behavior from all employees in order to achieve sustainable company performance (Bombiak et al., 2019). Environmental training and development as one of the main methods by which Human Resource Management develops environmental management support and initiatives (Daily et al., 2007). Organizations should focus on selecting and recruiting employees who are supportive and interested in the environment (Renwick et al., 2013). Green recruitment ensures that new recruits understand the green culture of the organization and share its environmental values (Jackson et al., 2010).

The Apurva Kempinski Bali seeks to implement an environmentally friendly work environment which is expected to contribute to protecting the earth. Many things were done, for example carrying out GHRM practices which included green recruitment and selection and green training and development, such as conducting training on saving energy, implementing CSR (Corporate Sustainable Responsibility), creating green escape classes where employees were invited to plant hydroponic plants, and so forth. However, not always the implementation can be carried out optimally, according to data obtained from HRD The Apurva Kempinski Bali from 2019-2021, there are still some employees who feel that their department is still not implementing environmentally friendly practices. The results of the questionnaire conducted by the HRD at The Apurva Kempinski Bali which were carried out showed results that were still less than the minimum standard set by the hotel, which was 80%. With this, the authors are interested in researching "Implementation of Green Human Resource Management to Improve Environmental Performance at The Apurva Kempinski Bali".

## Method

This research located at The Apurva Kempinski Bali Nusa Dua, kuta Selatan specificll in lot 4, Raya Nusa Dua Selatan Street , Benoa, Kecamatan Kuta Selatan, Kabupaten 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 Human Resource 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 human resource management implemented by The Apurva Kempinski Bali is analyzed with 5 indicators (Opatha et al., 2014). 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 85 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 regression 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
1	Green Human Resource Management (X)			
	Indicator 1	.752	0,023	Valid
	Indicator 2	.769	0,023	Valid
	Indicator 3	.783	0,023	Valid
	Indicator 4	.789	0,023	Valid
	Indicator 5	.783	0,023	Valid
	Indicator 6	.771	0,023	Valid
	Indicator 7	.804	0,023	Valid
	Indicator 8	.851	0,023	Valid

Indicator 9	.829	0,023	Valid
Indicator 10	.871	0,023	Valid
Indicator 11	.864	0,023	Valid
Indicator 12	.857	0,023	Valid
Indicator 13	.860	0,023	Valid
Indicator 14	.871	0,023	Valid
Indicator 15	.888	0,023	Valid
Indicator 16	.877	0,023	Valid
Indicator 17	.845	0,023	Valid
Indicator 18	.810	0,023	Valid
Indicator 19	.857	0,023	Valid
Indicator 20	.631	0,023	Valid
Indicator 21	.769	0,023	Valid
Indicator 22	.727	0,023	Valid
Indicator 23	.353	0,023	Valid
Indicator 24	.662	0,023	Valid
Indicator 25	.648	0,023	Valid
Indicator 26	.866	0,023	Valid
Indicator 27	.840	0,023	Valid
Indicator 28	.714	0,023	Valid
Indicator 29	.698	0,023	Valid
Indicator 30	.785	0,023	Valid
Indicator 31	.747	0,023	Valid
Indicator 32	.785	0,023	Valid
Indicator 33	.497	0,023	Valid
Indicator 34	.718	0,023	Valid
Indicator 35	.726	0,023	Valid
Indicator 36	.733	0,023	Valid
Environmental Performance (Y)			
Indicator 1	.630	0,023	Valid
Indicator 2	.722	0,023	Valid
Indicator 3	.835	0,023	Valid
Indicator 4	.818	0,023	Valid
Indicator 5	.678	0,023	Valid
Indicator 6	.763	0,023	Valid
Indicator 7	.813	0,023	Valid
Indicator 8	.840	0,023	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 0.023, 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 Human Resource Management (X)	0.980	0.6	Reliable
2	Environmental Performance (Y)	0.915	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 Human Resource Management	Environmental Performance
Green Human Resource Management	Pearson Correlation	1	.812**
	. (2-tailed)		.000
	N	85	85
Environmental Performance	Pearson Correlation	.812	1
	Sig. (2-tailed)	.000	
	N	85	85

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 0.812. 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 0.812. So it can be concluded that the variables of green human res 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.** Kolmogorov-Smirnov Normality Test Results

		Unstandardized Residual
N		85
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	2.70343747
Most Extreme Differences	Absolute	.123
	Positive	.123
	Negative	-.108
Kolmogorov-Smirnov Z		1.132
Asymp. Sig. (2-tailed)		.154

Source: Data processed 2022

Based on table 4 the magnitude of the Asymp value. Sig (2 talied) is 0.154, 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 * Green Performance Management	Between Groups (Combined)	1472.733	40	36.818	4.974	.000
	Linearity	1184.480	1	1184.480	160.032	.000
	Deviation from Linearity	288.254	39	7.391	.999	.499
	Within Groups	325.667	44	7.402		
Total		1798.400	84			

Source: Data processed 2022

Based on table 5 it is known that the value of the sig deviation from linearity is 0.499 > 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		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	3.551	1.368		2.568	.011
GHRM	-.011	.010	-.125	-1.148	.254

Source: Data processed 2022

Based on table 6 it is known that the significance value is 0.254 > 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		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	4.769	2.080		2.328	.022
GHRM	.191	.015	.812	12.655	.000

Source: Data processed 2022

Based on table 7 it is known that the constant (a) value is 4.769, while the green performance management (b/regression coefficient) is 0.388 so that the regression equation can be written:

In general, the formula for a simple linear regression equation is  $Y = a + bX$ . The a value of 4.769 is a constant or state when the environmental performance variable has not been influenced by other variables, namely the Green Human Resource variable. If the independent variable does not exist, then the environmental performance variable does not change.

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate Source
1	.812 <sup>a</sup>	.659	.655	2.720

Source: Data processed 2022

Dari tabel diatas menjelaskan besarnya nilai hubungan (R) yaitu sebesar 0,812. Dari output tersebut diperoleh koefisien determinasi (R Square) sebesar 0,659 yang mengandung pengertian bahwa pengaruh variabel bebas (Green human resource management) adalah sebesar 0,655 atau 65.5%. Sedangkan sisanya yaitu 34.5% merupakan kontribusi dari variabel lain yang tidak diteliti oleh penulis.

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

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.796	2.060		2.328	.000
Green Performance Management	.191	.015	.812	12.655	.000

Source: Data processed 2022

In accordance with Table 4.15, the t-test results (partial) show that the significance value of the influence of Green human resource management on environmental performance is  $0.000 < 0.05$  and the tcount value is 12.655 > ttable value is 1.98932, then H1 is accepted and H2 is rejected. This means that there is a significant positive influence on Green human resources management in improving Environmental Performance at The Apurva Kempinski Bali.

## Discussion

In this study, there are several environmental performance indicators according to Hiba A. Masri & Ayham A.M. Jaaron (2016), among others: Improvement of corporate reputation, Reduce emissions of toxic chemicals in air and water, Improved product quality, reduce waste and recycling of the materials during the production process, improved plant performance, reductions in the consumption of electric energy, helped our company design/develop better products, increased use of renewable energy and sustainable fuels.

It can be concluded that the results of interviews with Human Resource Managers and Assistant People Training Managers are as follows; The criteria needed to become an employee at The Apurva Kempinski Bali in general are having an honest and good attitude, being able to communicate well, having a good appearance, besides that HRD also sees how interested and aware prospective employees are to the environment, and of course has experience. From the beginning of the recruitment process, HRD Bali used an online platform to advertise job opportunities or do field work practices at The Apurva Kempinski Bali.

Through interviews with Mr. Sugiharta as HR Manager and Mrs. Desi as Assistant. People Training Manager, GHRM is enough to be applied to all employees at The Apurva Kempinski Bali. It is proven by the holding of training with materials related to environmental sustainability. Every layer of employees at The Apurva Kempinski Bali, starting from trainees, daily workers, outsourcing, to contract employees and still required to attend the training. There was training with the hydroponic department, where they taught how to grow plants with media other than soil, they were also taught how to make organic waste into fertilizer, as well as paper cost management, food waste management, and energy cost management. As for CSR (corporate social responsibility) training, every 6 months HRD - People Training conducts a refreshment on CSR, which reiterates how important it is to protect the surrounding environment and what can be done to support environmental sustainability and environmental performance at The Apurva Kempinski Bali. Evaluation of employees is usually carried out during training, usually HRD will ask questions directly and also test using kahoot. In addition, at the end of each year HRD will also ask employees how much green management is in their department, as well as what things should be developed in each department.

Specifically, there are no awards given to employees in the implementation of Green Management, but usually the Human Resources Department evaluates it in terms of K-DNA (Kempinski Worldwide standards). There are 5 types of K-DNA, namely Passion for Luxury, Creating Tradition, People Oriented, Straightforward, Entrepreneurial Performance. It can be said that The Apurva Kempinski Bali does not yet have a specific award, but if what an



employee does is included in one of the main criteria of K-DNA, then the employee is entitled to an award. Each employee is also invited to participate in the implementation of the green scheme, where employees are invited to be directly involved in practicing environmentally friendly activities, for example employees are invited to plant hydroponic plants, and employees must take responsibility for the plants, employees are also asked to use recycled paper and paper waste that has been used will be recycled again. When conducting HRD training - People Training also provides awareness about environmental awareness, its impact, as well as what employees can do to protect the environment.

This GHRM practice is also one of the HRD strategies to improve environmental performance at The Apurva Kempinski Bali. Even during the implementation of GHRM, there were obstacles experienced by HRD, from the results of interviews, according to Mr. Sugiharta and Mrs. Desi, the problem was that at the beginning of the implementation of GHRM it was difficult to gather employees to join in the training or GHRM activities held by HRD. . This GHRM activity, according to the results of interviews and observations of the author, is quite efficient and effective, but indeed The Apurva Kempinski Bali still has to improve GHRM again in order to meet the targets desired by The Apurva Kempinski Bali.

From the author's observations during street vendors at The Apurva Kempinski Bali, the authors also found that The Apurva Kempinski Bali has a CHSE certification from the Ministry of Tourism and Creative Economy which aims to provide certification to Tourism Businesses, Tourism Destinations, and other Tourism Products that have implemented health protocols based on Cleanliness (Cleanliness), Health (Health), Safety (Security), and Environment Sustainability (Environmental Sustainability).

From the results of data processing using SPSS the effect of GHRM on Environmental Performance at The Apurva Kempinski Bali can be explained as follows; Based on the results of simple linear regression, it can be seen from the regression coefficient value of 0.191, indicating that the Green Human Resource Management variable has a positive influence on environmental performance, which means that every 1 unit increase in the environmental performance variable will have a positive effect on Green Human Resource Management of 0.191. . Based on the results obtained from the coefficient of determination (R Square) of 0.659 which implies that the influence of the independent variable (Green human resource management) is 0.655 or 65.5%. While the remaining 34.5% is a contribution from other variables not examined by the author. Then the results of the t test (partial) show that the significance value of the influence of Green human resource management on environmental performance is  $0.000 < 0.05$  and the t-value is  $12.655 > t_{table}$  value is 1.98932, then H1 is accepted and H2 is rejected. This means that there is a significant positive influence on Green human resources management in improving Environmental Performance at The Apurva Kempinski Bali. Green Human Resource Management (GHRM) is expressed as the involvement of all activities in the development, implementation and maintenance of a sustainable system that aims to make the organization's employees environmentally friendly (Owino, 2016). Based on the results of questionnaire statistics from employees at The Apurva Kempinski Bali, employees feel that HRD has implemented GHRM practices, along with the results of interviews with HRD it is said that they have carried out environmentally conscious activities, also employees are invited to maximize work patterns that are environmentally friendly. green, examples of activities are participating together in planting hydroponic plants, then conducting training on the environment, also providing awareness to save on electricity use, using recycle paper. Even at the end of the year, HRD will ask employees whether green management has been implemented optimally in each department, this is also clear evidence that HRD wants employees to really implement a green work pattern, from previous results it is still have not reached the desired target, it is hoped that this GHRM practice can be continuously improved so that it has a maximum effect. This is evidence that the implementation of GHRM has affected environmental performance at The Apurva Kempinski Bali.

## Conclusion

Berdasarkan hasil wawancara dengan HR Manager dan Asst. People Training Manager di The Apurva Kempinski Bali, dapat disimpulkan bahwa di The Apurva Kempinski Bali sudah mengimplementasikan Green Human Resource Management, terbukti dengan adanya praktik dari konsep GHRM. 2. Berdasarkan hasil uji t yang telah dilakukan, disimpulkan bahwa Green Human Resource Management berpengaruh dalam meningkatkan kinerja lingkungan di The Apurva Kempinski Bali. Dengan hasil uji t (parsial) menunjukkan nilai signifikansi pengaruh Green human resource management terhadap Kinerja lingkungan adalah  $0,000 < 0,05$  dan nilai thitung  $12,655 >$  nilai ttabel 1,98932.

## Acknowledgment

Thank you to The Apurva Kempinski Bali for providing data to research and for my 2<sup>nd</sup> and 3<sup>rd</sup> examiners who have provided advice and suggestions regarding improvements in my research so that is research can be carried out properly.

## Reference

- Achieng Owino, W. (2016). Influence of Selected Green Human Resource Management Practices on Environmental Sustainability at Menengai Oil Refinery Limited Nakuru, Kenya. *Journal of Human Resource Management*, 4(3), 19. <https://doi.org/10.11648/j.jhrm.20160403.11>
- Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green Human Resource Management Practices : A Review Literature Review on Green HRM Practices. *Sri Lankan Journal of Human Resource Management*, 5(1), 1–16.
- Bombiak, E., & Marciniuk-Kluska, A. (2019). Socially responsible human resource management as a concept of fostering sustainable organization-building: Experiences of young Polish companies. *Sustainability (Switzerland)*, 11(4). <https://doi.org/10.3390/su11041044>
- Daily, B. F., Bishop, J. W., & Steiner, R. (2007). The mediating role of EMS teamwork as it pertains to HR factors and perceived environmental performance. *Journal of Applied Business Research*, 23(1), 95–109. <https://doi.org/10.19030/jabr.v23i1.1411>
- Deshwal, P. (2015). Green HRM : An organizational strategy of greening people. *International Journal of Applied Research 2015*; 1(13): 176-181, 1(13), 176–181.
- Dutta, S. (2012). Greening People: a Strategic Dimension Sumanta Dutta\*. *ZENITH International Journal of Business Economics & Management Research*, 2(2).
- Isrososiawan, S., Rahayu, A., & Wibowo, L. A. (2020). Green Human Resources Management Mendukung Kinerja Lingkungan Industri Perhotelan. *Jurnal Co Management*, 3(2), 457–470.
- Opatha, H. H. D. N. P., & Arulrajah, A. A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business Research*, 7(8), 101–112. <https://doi.org/10.5539/ibr.v7n8p101>
- Sharan Prasad, R. (2013). Green HRM -Partner in Sustainable Competitive Growth. *Journal of Management Sciences And Technology*, 1(1), 15–18.
- Sugiyono. (2015). *Metode Penelitian Pendidikan* (22nd ed.). Penerbit Alfabeta.