

Analysis of The Implementation Green Human Resources Management in Supporting Environmental Performance at Six Senses Uluwatu, Bali

Putu Ayu Indira Yadnya¹, Ni Nyoman Triyuni², I Gusti Agung Mas Krisna Komala Sari³

¹ Tourism Business Management, Tourism Department, Politeknik Negeri Bali

² Tourism Business Management, Tourism Department, Politeknik Negeri Bali

³ Tourism Business Management, Tourism Department, Politeknik Negeri Bali

*Corresponding Author: indirayadnya@gmail.com

Abstract: As a hotel that carries the concept of sustainability, it is very important to Six Senses Uluwatu, Bali to understand how green human resources management affects employees' environmentally friendly behavior, which in turn affects the company's environmental performance. Until now, the implementation of green human resources management has not been fully implemented at Six Senses Uluwatu, Bali, because there are still several things that hinder it. This research aims to analyze the implementation of green human resources management and to find out how green human resources management can support the environmental performance at Six Senses Uluwatu, Bali. This research uses a qualitative approach with data analysis techniques Miles and Huberman model, which consists of data reduction, data display, and conclusion drawing/verification. The implementation of Green Human Resources Management at Six Senses Uluwatu, Bali has been running at 75% so far. In addition, practices that have not been implemented are currently in the planning stage to be implemented in the future. Although it is not perfect, there is already a process in implementing green human resources management which is always reviewed and improved.

Keywords: Human Resources, Green Human Resources Management, Environmental Performance, Sustainability

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Introduction

Six Senses is a resort founded in 1995, that takes a truly holistic approach to wellness. With a focus, not only on guest health but also on community well-being and destination environmental impact. Sustainability is embedded in the soul of the Six Senses brand, with social responsibility and environmentally conscious efforts at their resorts around the world. Six Senses Uluwatu is the green resort in Bali that is certified by the World Green Council. This is a testament to its strong sustainability prospects. Six Senses Uluwatu, Bali has implemented a series of sustainability initiatives designed to reduce the energy, water, and waste involved with each guest's stay. The resort actively raises awareness in the local community, about environmental and social responsibility. The company's performance in taking part in preserving the environment is usually called "environmental performance". Environmental performance is measured in the form of a rating by an institution related to the environment. The greater the company's share in environmental activities, the better the company's image for stakeholders. Nowadays, the demands on companies are getting bigger. The company is expected not only to prioritize the interests of management and capital owners (investors and creditors) but also employees, consumers, and the community (Haholongan, 2016).

One of the departments that contributes to preserving the environment is Human Resources. Human resources are one of the most important factors that cannot even be separated from an organization or company. Human resources are also the key that determines the development of the company (Susan, 2019). A myriad of concerns about the environment have been embedded in broader human resource development models and frameworks. Recently, the term green human resource management has emerged to specifically relate human resources management with environmental concerns (Yusliza, et.al, 2017). In the midst of the issue of increasing environmental damage due to the production process, green human resources management is needed to minimize this condition. The term "green" often means something related to nature, but in this context, it is translated as "environmentally friendly". Green Human Resource 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 allows for building a successful future (Shahriari, et.al, 2019). The concept of green human resources may include other human resources management practices, such as practices related to strategic, high-performance, and high-commitment human resources management, but green human resources management is different from these constructs in the several ways (Tang, et.al, 2017). Nowadays, tourists are increasingly smart and selective in choosing hotels that consistently implement environmentally friendly practices (green hotels) by utilizing energy-efficient resources and choos-

ing based on local products or those that are incorporated into the green industry. Moreover, choosing a green hotel is not only an irreversible trend, but is also, perhaps, an excellent way of balancing consumption and environmental protection. In light of this, establishing a complete environmental evaluation system is a pressing matter for the hotel industry. As a hotel that carries the concept of sustainability, Six Senses Uluwatu, Bali certainly has a goal of becoming a green hotel that attracts many tourists.

To achieve that goal, one of the efforts of Six Senses Uluwatu, Bali is to do things that support environmental performance. One of the departments that also participates in supporting environmental performance at Six Senses Uluwatu Bali is Human Resources. There are several activities carried out by the Human Resources Department to protect the environment, namely Environmental Wellness, which promotes awareness and improvement of the environment and local communities. Able and empowered to contribute to the greater good, such as plogging in the village or beach near the resort, gardening at the organic garden, and visiting schools in the resort area and giving lessons on the use of plastic. However, until now the implementation of green human resources management has not been fully implemented at Six Senses Uluwatu, Bali. Because there are still several things that hinder it. The of them is the lack of awareness of the employees themselves. Whereas the implementation of green human resources management will have a positive impact on the company as well as on employees. In fact, environmental performance can be defined as a company's success in managing the relationship between its activities, or services, and the natural environment. So, by reducing the environmental impact created by the company's activities, it can improve environmental performance.

Method

This research was conducted in Six Senses Uluwatu, Bali. Six Senses Uluwatu is located on the southernmost tip of Bali, in Pecatu, Badung. The object of this research is the implementation of Green Human Resources Management in supporting Environmental Performance at Six Senses Uluwatu, Bali. The type of data used in this research is qualitative data. Qualitative data is the data in the form of words, sentences, gestures, facial expressions, charts, pictures, and photos (Sugiyono, 2014). Qualitative research has two special characteristics, namely, first, it forms a story more, there are not many numbers, written and unwritten documents, dominant in the form of narrative. The second characteristic, qualitative research methods do not have definite or absolute rules for analyzing data or processing data (Gumilang, 2016). The qualitative data used in this research are history of hotel, hotel facilities, hotel organization chart, the general description and information of the implementation green human resources management in supporting environmental performance at Six Senses Uluwatu, Bali and also the results of the interview with several parties from Six Senses Uluwatu, Bali.

Based on this research, there are several stages of data collection method that will be carried out, which are observation, interviews, documentation, and literature study. Interviews are used as a data collection technique to find problems that must be investigated and also if researchers want to learn things from respondents more deeply (Sugiyono, 2014). In this research, the interview will be conducted to Human Resources Manager, Training Manager, Manager of each department and several other parties from Six Senses Uluwatu, Bali. They are selected due to the responsible to manage each section which related to the management of the human resource. Documentation is a method used to obtain data and information in the form of books, archives, documents, written numbers, and pictures in the form of reports and information that can support research. Documentation is used to collect data and then analyze it (Sugiyono, 2014). Literature review is a research methodology that aims to collect and extract the essence of previous research and analyze several overviews of experts written in the text. The results of the literature review provide an understanding of the development of knowledge, sources of policy-making stimulus, spark the creation of new ideas, and are useful as a guide for research (Snyder, 2019).

Data analysis is a technique in qualitative data analysis that is carried out interactively and takes place continuously until it is completed, so that the data is already saturated. Activities in data analysis are: data reduction, data display, and conclusion drawing/verification (Sugiyono, 2014). In this research that using data analysis techniques Miles and Huberman model as follows: Data Reduction (the data obtained from the field is quite a lot, so it needs to be recorded carefully and in detail. Data reduction means summarizing, choosing the main things, focusing on the important things, then looking for themes and patterns. Thus, the reduced data will provide a clearer picture and make it easier for researchers to conduct further data collection and search when needed), Data display (After the data is reduced, the next step is to display the data. In qualitative research, the presentation of this data can be done in the form of tables, graphs, pie charts, pictograms, and the like. Through the presentation of the data, the data is organized and arranged in a relationship pattern so that it will be easier to understand), Conclusion drawing/verification (The conclusion of qualitative research is new findings that have never existed before. Findings can be in the form of a description or description of an object that was previously dim or dark so that after research it becomes clear. It can be in the form of casual or interactive relationships, hypotheses, or theories).

Result and Discussion

As the hospitality industry faces many environmental issues, implementing sustainable business practices, such as encouraging the implementation of green human resource management practices, will provide a mutually beneficial situation for the organization and its stakeholders. To improve environmental performance, it is important to encourage the implementation of green human resource management, starting from job design and analysis; recruitment; selection; induction; training and development; performance evaluation; reward management; employee discipline management.

The Implementation of Green Human Resources Management at Six Senses Uluwatu, Bali

Green Human Resources Management refers to all the activities involved in the development, implementation, and on-going maintenance of a system that aims at making employees of an organization green. It is the human resources management side of the organization that is concerned with transforming normal employees into green employees so as to achieve the environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, the natural environment, and business (Opatha & Arulrajah, 2014). The following is some of the function of green human resource management according to Opatha & Arulrajah (2014) that already implemented at Six Senses Uluwatu, Bali:

1. Green Job Design and Analysis

With many environmental problems today, a company must start looking for ways to improve and preserve the environment. One of the first steps that can be taken is to apply Green Job Design and Analysis. In general, Green Job Design and Analysis is a process used to determine and create a number of duties and responsibilities of an employee related to environmental protection. Nowadays, many companies have designed new environmental jobs or positions to focus exclusively on the environmental management aspects of the organization. At Six Senses Uluwatu, Bali, there are 2 green job design and analysis practices that have been implemented, including:

a. Include Environmental Dimension as a Duty in Job Description.

Currently, at Six Senses Uluwatu, Bali, there is one department, namely the Sustainability Department. This department is under the auspices of Admin & General, whose task is to focus on environmental management. Six Senses Uluwatu, Bali has a Sustainability Manager and a trainee in the Sustainability Department. The Sustainability Manager has the responsibility to analyze and predict the present and future of the resort. They evaluate its effect on environmental health, especially the environment around the company. There are several job descriptions for the Sustainability Manager at Six Senses Uluwatu, Bali, namely:

1. The Sustainability Manager manages the organization's sustainability program.
2. Sustainability managers collaborate with other leaders to implement processes and technologies that reduce the organization's carbon footprint.
3. Develop or implement strategies to address issues such as energy use, resource conservation, recycling, pollution reduction, waste elimination, transportation, education, and building design.
4. Sustainability managers also develop sustainability reports, presentations, or proposals for suppliers, employees, academia, media, government, public interest, or other communities.

In addition to the Sustainability Department, of course, other employees must also have an awareness of caring for the environment. It can be said that it is the responsibility and duty of the entire staff of Six Senses Uluwatu, Bali to protect and preserve the environment. However, currently there is no written rule or an official letter at Six Senses Uluwatu, Bali stating that there is a job description for each staff member to have duties and responsibilities towards environmental protection. So at Six Senses Uluwatu, Bali often holds activities that invite all hosts to participate in preserving the environment, such as plogging and sometimes cleaning organic gardens together.

b. Include Green Competencies as a Special Component in Job Specification.

Green competence can be defined as the ability of people to interact with the immediate environment in a constructive way and reflect extraordinary enthusiasm. Six Senses Uluwatu, Bali has a job specification that is used as a minimum qualification that must be possessed by someone for a certain position. As a sustainability manager, of course, you must have skills related to sustainability and knowledge about the environment. As a sustainability manager, there are several special components in the job specification, including having the ability to quantify and analyze basic sustainability indicators (energy, carbon, water, and waste), where these criteria are very important so that a sustainability manager can do their job well.

Based on the results of this study, it can be concluded that until now, the implementation of the green job design and analysis function at Six Senses Uluwatu, Bali has been implemented 100% in accordance with the practice proposed by Opatha & Arulrajah (2014). which can be stated that the implementation of the green job design and analysis function at Six Senses Uluwatu, Bali has been implemented.

2. Green Recruitment

One of the functions of green human resources management is green recruitment, which allows firms to promote green human resources management efforts to potential job seekers. The most difficult and complicated difficulty facing Human Resources is hiring and keeping talented personnel. The hiring function can support effective environmental management by ensuring that new employees understand the organization's environmental culture and share its environmental values. In this Green Human Resources Management function, there are 2 practices that have been implemented by Six Senses Uluwatu, Bali, namely:

a. Include Environmental Criteria in The Recruitment Messages.

Six Senses Uluwatu, Bali certainly wants employees who can meet the qualifications and are able to follow the vision and values of the hotel. The vision of Six Senses Uluwatu, Bali is to help people reconnect with themselves, others, and the world around them. What is meant by "reconnect" in this vision is to reconnect humans with their natural surroundings. That relationship can come from a loud and passionate debate with friends, finding a colorful flower or taking in the perfect sunset. Connections are experienced differently when our senses are reinvigorated, allowing us to appreciate all that is around us. This can be interpreted with the current situation where humans are more often associated with gadgets or social media. Therefore, Six Senses wants to provide a different experience for guests to leave things like gadgets and interact more with nature and friends directly.

To find employees as expected, there are several stages carried out in the recruitment and selection process, including distributing vacancy pamphlets online (via the six senses career/linked in website). After that, the Human Resources Department will screen the CV that has been received via email. After CV screening, the Human Resources Department will arrange a candidate interview (contact by telephone). Then they conduct interviews, which can be conducted in person or online. During the interview, the recruiter will usually ask questions related to the environment or sustainability. This is done because Six Senses already has the rules. The question is already in the interview form that must be asked by the recruiter to the prospective employee.

b. Communicate the Employer's Concern About Greening Through Recruitment Efforts.

During the recruitment process at Six Senses Uluwatu, Bali, Human Resources will ask questions related to the environment. This is a question in the Six Senses Cultural Fit section, which is asked to find out how the candidate leads by example by living the vision and values of the resort in everyday management and decision-making and understanding the behaviors that represent each of the vision and values. In addition to asking questions related to sustainability, a recruiter, of course, also explains to the candidate how the company is concerned about the environment. This is done so that the candidate knows and begins to recognize that the company he is applying for is closely collaborating with the concept of sustainability.

Based on the results of this research, it can be concluded that until now, the implementation of the green recruitment practices at Six Senses Uluwatu, Bali has been implemented 100% in accordance with the practice proposed by Opatha & Arulrajah (2014). which can be stated that the implementation of the green recruitment practices at Six Senses Uluwatu, Bali has been implemented.

3. Green Selection

After conducting the recruitment process, the next stage is the selection process. Green Selection is the process of selecting applicants who are green enough to fill job vacancies and who have engaged in greening as consumers in their personal lives. Green selection can also be said as a procedure for selecting job applicants who behave with knowledge, competence and skills in the organization's environmental management system. At Six Senses Uluwatu, Bali, there are 2 Green Selection practices that have been implemented, including:

a. Select Applicants Who are Sufficiently Aware of Greening to Fill Job Vacancies.

Six Senses Uluwatu, Bali will select applicants who meet the qualifications both in terms of skills and concern for the environment. Based on the results of interviews conducted by candidates, recruiters will know how aware the candidate is about the environment. In addition to awareness, candidates were also asked about what they had done so far that was related to reforestation and environmental preservation. So that Six Senses Uluwatu, Bali can find employees who have environmental awareness. This is important because later employees are expected to be able to participate in every sustainability activity at Six Senses Uluwatu, Bali.

b. Select Applicants Who Have Been Engaging in Greening as Consumers Under Their Private Life Domain.

Selecting applicants who have been involved in sustainability activities or environmental sustainability has been carried out by Six Senses Uluwatu, Bali. This is done by looking at the candidate's experiences during the interview. Based on the questions asked during the interview, the recruiter will know what the candidate has done so far in relation to sustainability, both at work and in his personal life. with the hope that if you choose people who are already involved in reforestation in their personal lives, they will be able to continue to be applied in Six Senses Uluwatu, Bali as well. Because that's the criteria that Six Senses Uluwatu, Bali is looking for.

4. Green Induction

In general, induction is the process of welcoming new employees into the company and officially making them part of it. For new employees, induction is necessary to ensure they understand the company's environmental culture. The aim of "green induction" is to make new employees familiar with the organization's greening efforts as well as be able to develop an induction program that demonstrates the green behavior of current employees. Until now, there is only one practice that has been implemented at Six Senses Uluwatu, Bali, namely:

a. Make New Employees Familiar with Greening Efforts of The Organization.

At Six Senses Uluwatu, Bali, the induction process is usually done by introducing the culture and hotel environment. For managerial level employees, usually when they start working, there will be a one-on-one session, it is a meeting between two people to discuss in more detail the introduction of each department, in order to find out their relationship with each other. However, until now, there have been no written activities or rules at Six Senses Uluwatu, Bali regarding Green Induction itself. So, what is currently being done is just an ordinary induction for new employees, but they are still being introduced to the Six Senses brand culture of Six Senses Uluwatu, Bali, which is closely related to sustainability and wellness.

Based on the results of this research, it can be concluded that until now, the implementation of the green reward management practices at Six Senses Uluwatu, Bali has been implemented 50% in accordance with the practice proposed by Opatha & Arulrajah (2014). which can be stated that the implementation of the green reward management practices at Six Senses Uluwatu, Bali not yet perfectly implemented.

5. Green Training and Development

Green training and development refer to a system of activities that motivate employees to learn environmental protection skills and pay attention to environmental issues, which is the key to achieving environmental goals. Training can increase employees' awareness, knowledge, and skills in environmental activities. Green training should be provided along with the education program for all members of the organization, not only those associated with the environmental department. Green training and development is training that educates and trains employees to master work methods that save energy, reduce waste, and use environmental awareness in organizations. At Six Senses Uluwatu, Bali, there are 2 green training and development practices that have been implemented, including:

a. Impart Right Knowledge and Skills About Greening to Each Employee Through a Training Program Exclusively Designed for Greening.

At Six Senses Uluwatu, Bali, there are several training and development activities that are mandatory and related to the environment. In addition to the environment, it is also related to the local community. The training activities include:

1. Six Senses Vision & Values

Complete overview of the company's vision and six core values where hosts are asked to define the values in their own way.

2. Sustainability Training

This training was conducted to introduce the hotel's sustainability concept. Introducing what sustainability is, how to approach it, and what activities are carried out to support sustainability.

3. Plastic Free 2022 series

A series of six modules that focus on what plastic is, why it is harmful to our health and environment, and what solutions we have available to us. This training series is conducted by the Sustainability Manager in conjunction with the Training Manager.

By providing environmental training to the host of Six Senses Uluwatu, Bali can create environmental awareness among the workforce. It is hoped that later it will be useful to reduce the negative environmental impact of hotel operations. In addition to the training carried out at Six Senses Uluwatu, Bali, during the training activities, the use of plastic was greatly minimized. Usually, the Human Resources team will prepare training activities without any plastic.

b. Do Training Needs Analyses to Identify Green Training Needs of Employees.

Training Need Analysis is an analysis process regarding the needs of training and development programs in the company, which has the goal of increasing the performance of its employees. As a hotel that carries the concept of sustainability, Six Senses Uluwatu, Bali has targets and mandatory training that must be carried out. With the training needs analysis, the training manager can monitor how the training has been implemented so far. A Training Needs Analysis is distributed by the Training Manager every 6 months to find out the progress of each employee in participating in the training. In addition, with the training needs analysis, employees can also provide suggestions or additions regarding what training is best to do next.

So far, with the training needs analysis, the training manager knows how far the employees are actively participating in the training in the hotel. At Six Senses Uluwatu, Bali, there are several trainings related to culture and

sustainability. With the Training Needs Analysis, the training manager can also find out whether the training related to the environment is relevant to the work of each staff member.

Based on the results of this research, it can be concluded that until now, the implementation of the green training and development practices at Six Senses Uluwatu, Bali has been implemented 100% in accordance with the practice proposed by Opatha & Arulrajah (2014). which can be stated that the implementation of the green training and development practices at Six Senses Uluwatu, Bali has been implemented.

6. Green Performance Evaluation

Green performance evaluation is a system for evaluating employee performance activities in the environmental management process. The most important aspect of green performance evaluation is performance appraisal, which will affect the subsequent compensation process and effectiveness. Green performance evaluation emphasizes the role of employees in environmental management, which can make them more responsible for environmental management performance. It is important to identify green results and encourage hosts to take responsibility for environmental management performance. At Six Senses Uluwatu, Bali, there are 2 green performance evaluation practices that have been implemented, including:

a. Evaluate employee's job performance according to green-related criteria.

The results of the performance evaluation will usually affect the promotion or salary in some hotels or companies. At Six Senses Uluwatu, Bali itself will usually be affected by a salary increase. Performance evaluation is done manually by filling in on the desktop, and then a one-on-one session is held to discuss the results of the assessment, after which the results are only given to be signed by the assessor and the assessed.

This assessment is conducted to determine the employee's performance towards the environment. Usually the assessment will be carried out by looking at the employee's daily life. For example, if there is an event or activity that does not require something made of plastic, then how is their awareness of the use of plastic, for example, by reducing the use of single-use plastic and using equipment that can be used repeatedly. In addition, the green performance evaluation can also be assessed by how active the host of Six Senses Uluwatu, Bali is in participating in activities related to environmental awareness, such as Zero Food Waste Day, Plogging, and other CSR activities.

b. Include a separate component for progress on greening in the performance feedback interview.

Performance evaluation at Six Senses Uluwatu, Bali was conducted by superiors who assessed how the performance of the employees working under their direct supervision. After conducting the assessment, usually the manager does not directly submit the value but conducts a one on one session together which is assessed first. In the one on one session, the manager will ask the assessed staff whether he agrees with the assessment given. If someone disagrees, a discussion can be held at the session. So that the staff can also explain to the manager the reason why he does not agree with the value given. In addition, in this one on one session, managers can also provide feedback to the staff they assess, regarding their performance related to sustainability or the environment so that later they can be maintained or improved again.

Based on the results of this research, it can be concluded that until now, the implementation of the green performance evaluation practices at Six Senses Uluwatu, Bali has been implemented 100% in accordance with the practice proposed by Opatha & Arulrajah (2014). which can be stated that the implementation of the green performance evaluation practices at Six Senses Uluwatu, Bali have been implemented.

7. Green Reward Management

The green reward system plays an important role in motivating people and helping to identify their significant performance towards environmental stewardship. The purpose of adopting award criteria is to achieve, retain, and motivate people to perform well and realize the importance of protecting the environment. A green reward system means aligning the system with the green policies and practices used by the company. It should be designed to encourage green initiatives in the workplace and in everyday life, as well as to reduce its carbon footprint. Until now, there is only one green reward management practice that has been implemented at Six Senses Uluwatu, Bali, namely:

a. Give non-financial rewards such as praises and recognitions to employees for their greening.

Until now, Six Senses Uluwatu, Bali only had 1 reward for employee performance related to the environment. This award is known as the "plastic hero." This award is given every month, by way of an assessment from the Sustainability Department. All employees, from any department, have the opportunity to become a plastic hero. Typically, each department will send 1 name along with its own uniqueness in environmental protection or plastic reduction, which will then be reassessed by the Sustainability Manager. The basis for the assessment of this reward is the uniqueness of each plastic hero candidate. After becoming a plastic hero at Six Senses Uluwatu, Bali, will be re-voted with other plastic heroes from every Six Senses property around the world.

Basically, this reward does not provide extraordinary prizes. However, with this reward, each employee is expected to be able to foster a feeling of caring for the environment and also to participate in inviting other employees to continue to care for and protect the environment. In addition to reducing plastic, employees can also be creative with items that are no longer used to become new items as a substitute for the use of plastic.

Based on the results of this research, it can be concluded that until now, the implementation of the green reward management practices at Six Senses Uluwatu, Bali has been implemented 50% in accordance with the practice proposed by Opatha & Arulrajah (2014). which can be stated that the implementation of the green reward management practices at Six Senses Uluwatu, Bali not yet perfectly implemented.

Green Human Resources Management Support the Environmental Performance at Six Senses Uluwatu, Bali

Six Senses Uluwatu, Bali is known as a hotel that prioritizes environmental care. It can be seen from the origin of the brand itself, which has since been created and has grown with the concept of sustainability. Basically, Six Senses Uluwatu, Bali has 3 main pillars, namely: Out of Ordinary, Wellness, and Sustainability. Environmental performance refers to activities carried out by companies that are directly related to the surrounding natural environment. The concept of environmental performance refers to the level of environmental damage caused by the activities carried out by the company. The lower level of environmental damage indicates the company's better environmental performance. The higher the level of environmental damage, the worse the environmental performance of the company. People, planet, and profit are the three approaches to environmental performance. This approach can be interpreted as our view of a process, which is used to measure how far it has progressed.

The following is an explanation of the several indicators of environmental performance according to theory Triple Bottom Line (Elkington, 1998) approaches applied by Six Senses Uluwatu, Bali:

1. People

Basically, people mean humans, so this concept can be interpreted as how companies influence and bring benefits to workers, and society. At Six Senses, Uluwatu, Bali the concept of this approach focuses on local communities, sharing stories about suppliers and local history, and employee commitment in activities and meetings.

2. Planet

This concept has the aim of preserving the environment and avoiding negative impacts that might damage it. It can be interpreted as a company's efforts to create a business that is in harmony with nature and minimizes negative impacts on the environment. On this concept, Six Senses Uluwatu, Bali focuses on nurturing and protecting wildlife and nature, growing our own food and making our own water and agriculture, and best practices for litter and waste.

3. Profit

This concept has an understanding of how companies benefit financially. As a hotel that carries a sustainable concept, Six Senses Uluwatu, Bali wants sustainable profit results as well. To generate sustainable profits, you must have good strategies. In this concept, Six Senses Uluwatu, Bali has a goal to achieve Zero Waste with resources, practicing 3R (reduce, reuse, and recycle), along with the last R, Refuse.

From the explanation regarding environmental performance at Six Senses Uluwatu, Bali above, here are some implementations of Green Human Resources Management in supporting Environmental Performance at Six Senses Uluwatu, Bali:

1. Planet

The following is an explanation of the green human resource management functions that support planet indicators on environmental performance at Six Senses Uluwatu, Bali:

a. Green Job Design and Analysis

This practice of green human resources management has not been officially implemented by Six Senses Uluwatu, Bali. However, with the sustainability department, it has become the beginning of the Six Senses Uluwatu step. Bali designs work that starts to think about environmental concerns and local communities. The existence of a sustainability department helps the resort analyze more deeply the relationship between the resort and the surrounding environment. This is closely related to environmental performance, where the sustainability department is always developing new ideas for environmental performance at Six Senses Uluwatu, Bali. In addition to new ideas, the sustainability department is also tasked with maintaining the bond between the resort and the local community. The sustainability department is very concerned about the use of plastic in hotels, both for use by employees and guests. So, by taking into account how much plastic is used in hotels, the sustainability department can continue to strive until it reaches the goal of "**plastic free 2022**".

b. Green Recruitment

These green human resources management practice will help environmental performance by deceiving local people and looking for prospective staff who have an awareness of the environment. The benefits will be felt equally by the hotel and the local community. Recruiting prospective staff who have an awareness of the environment will greatly help environmental performance because later on, the staff will definitely participate in helping to protect the environment. This will help environmental performance by actively participating in sustainability activities held by Human Resources, for example, CSR.

c. Green Selection

Green selection will really help environmental performance, because in addition to choosing people who will care about the environment, Six Senses Uluwatu, Bali also hires local people. This will affect the hotel's relationship with the local community. With this practice, Six Senses Uluwatu, Bali will find employees who match their qualifications, especially those related to the environment. so that employees at Six Senses Uluwatu, Bali have an awareness of the environment and have the desire to preserve it.

d. Green Induction

The practice of green induction has the aim of introducing new employees to the company's culture and customs related to the environment. With this practice, employees at Six Senses Uluwatu, Bali will be more familiar with how the company is concerned about the environment and must begin to follow the rules. So that eventually created employees who recognize and begin to participate in preserving the environment. This practice will support the planet, by keeping the environment sustainable and safe.

e. Green Training and Development

Six Senses continues to prioritize the sustainability pillar at each of its resorts. During training and development activities, human resources will reduce the use of single-use plastics. Six Senses Uluwatu, Bali, until now, has not been able to complete all mandatory training for all employees. This is due to several factors, one of which is the budget and time of implementation. Lack of budget does not reduce the enthusiasm of human resources to conduct mandatory training. There are several training activities designed to minimize the budget. From this training activity, Six Senses Uluwatu, Bali staff will gain knowledge about the environment, culture, and the dangers caused by plastic. So the environment can be maintained because the employees of Six Senses Uluwatu, Bali have started to have awareness and are encouraged by the information they get during the training.

f. Green Performance Evaluation

Employee performance evaluation in the environmental management process is important. In the implementation of green human resources management, green performance evaluation is carried out to assess how employees are performing towards the environment. Six Senses Uluwatu, Bali conducted a performance evaluation by assessing how employees perform while working at the company. Sustainability is one of the most important assessments according to the pillars of Six Senses Uluwatu, Bali. During the evaluation, there were several questions related to sustainability. Six Senses Uluwatu, Bali can support environmental performance with an assessment to improve employees' attention to the environment.

g. Green Reward Management

The plastic hero will have a big enough impact because the result of the unique idea that the plastic hero has will usually benefit Six Senses Uluwatu, Bali. For example, one of the ideas from a plastic hero is to cut used glass bottles that are no longer used and turn them into ashtrays so they can be reused in restaurants. In addition to ideas that produce goods, usually someone can also get a "plastic hero" nomination for carrying out activities in hotels without plastic. Someone was once given a plastic hero nomination because during his work he never brought single-use plastic and always invited his friends in his department to start reducing plastic. This will support Six Senses Uluwatu, Bali in creating a clean and healthy environment.

2. Planet

The following is an explanation of the green human resource management functions that support planet indicators on environmental performance at Six Senses Uluwatu, Bali:

a. Green Job Design and Analysis

Currently, several collaborations between the resort and the local village are being planned. This plan aims to establish good relations with the local community and hopes to help advance the business of the area around the hotel. For the next few years, there will be a program with BUMDes for hotel waste management. This will provide benefits both for the hotel and for the surrounding environment. With this cooperation program, the hotel can achieve its goal of reducing waste in the hotel and for the local community. With this cooperation program, it will be able to generate employment.

b. Green Recruitment

Six Senses Uluwatu, Bali certainly has standards for the recruitment of new employees. One of the recruitment standards is stated in the interview guide for Six Senses Uluwatu, Bali. In the interview guide, there were questions about sustainability and the local community. Asking questions about sustainability and the local community aims to produce employees who have an awareness of the surrounding environment, whether it's maintaining cleanliness, reducing plastic use, or being willing to take part in activities to support the local community. So, from the results of the recruitment, Six Senses Uluwatu, Bali can consider whether the candidate is compatible with the work culture at the hotel. In addition, in the recruitment process, Six Senses Uluwatu, Bali has a quota for local people. Potential local people will be recruited as employees, with the hope that this will help the village community around the hotel.

c. Green Selection

This practice can support environmental performance by selecting employee candidates who meet the requirements sought by Six Senses Uluwatu, Bali. Prioritizing environmental care is the most important requirement because Six Senses Uluwatu, Bali strongly holds the pillar of sustainability. In addition to selecting people who are qualified and meet green qualifications, Six Senses Uluwatu, Bali will also recruit local people around. There are several quotas in the department that can be filled by local people. The selected local people are local people who have skills and, of course, meet the qualifications of Six Senses. But it is very unfortunate that there are still many local people who lack the skills and have not been accepted by the hotel. Therefore, Six Senses Uluwatu, Bali is currently starting to look for ways to help and build local communities so that they have better skills, which will be useful for them.

d. Green Induction

Green induction is welcoming new employees, which is needed so that employees understand the company's environmental culture. The practice of green human resources management has not been carried out perfectly at Six Senses Uluwatu, Bali. Until now, there have been no written or official rules regarding this practice. Even so, a green induction will usually be carried out for every new employee. This practice will let new employees know about the work culture at Six Senses Uluwatu, Bali. This practice is expected to familiarize new employees and encourage them to engage in green behavior.

e. Green Training and Development

This practice will support environmental performance by growing awareness of the environment. Green training and development will have a positive impact on people because it will create employees who are aware of the importance of preserving the environment so that they can create a clean and well-maintained environment. With the Green Human Resources function, it will help people because Six Senses Uluwatu, Bali employees will begin to have an awareness of environmental sustainability after attending training related to the environment.

f. Green Performance Evaluation

This green performance evaluation will let the assessor know how big the role of the employee is in carrying out the sustainability program owned by the hotel. Aside from that, it can also find out the extent of employee awareness of environmental conservation. The manager will make an assessment based on the daily life of his team. This practice will support environmental performance. With evaluation, employees can continue to improve to be more environmentally aware.

g. Green Reward Management

The green rewards program, currently owned by Six Senses Uluwatu, Bali, can help environmental performance. This practice will benefit people. In addition to making the planet healthier by reducing the use of plastic and starting to reuse items that are still fit for use, this practice will also result in people becoming more aware of the dangers of plastic. Awareness is the main thing that can start a new movement. From the awareness of the Six Senses Uluwatu staff, Bali will surely come up with new ideas to reduce the use of plastic and reuse items that are no longer used.

3. Profit

The following is an explanation of the green human resource management functions that support profit indicators on environmental performance at Six Senses Uluwatu, Bali:

a. Green Job Design and Analysis

The implementation of Green Job Design and Analysis at Six Senses Uluwatu, Bali is with the sustainability department. This department really helps the environmental performance of Six Senses Uluwatu, Bali. Many ideas or activities are created and developed by the sustainability department to protect the surrounding environment. What the sustainability department does to help indicate profit is at Six Senses Uluwatu, Bali, they raise animals such as chickens, but these animals are not just displayed, but the chickens are cared for so that they can lay eggs. The eggs will be given to the kitchen and processed for the menus given to guests. This is what makes Green Job Design and Analysis able to support profit indicators on environmental performance.

b. Green Training and Development

Six Senses Uluwatu, Bali has a training program related to sustainability and it is mandatory. This training is conducted to invite and train employees to be more aware of the importance of the environment and culture around us. The material given during the training is material that comes from corporate. The Six Senses brand has been very attached to sustainability since its early growth in 1995. There are several training activities carried out that can support profit. An example that has been done is Zero Food Waste Day every month. This activity is carried out to train employees to appreciate and spend food without wasting food. This is what makes Green Training and Development support profit indicators on environmental performance.

c. Green Reward Management

With the Green Reward Management, Six Senses Uluwatu employees and Bali will have the driving factor to create ideas related to environmental conservation. In addition, employees can also invite other employees to car-

ry out their movements. This function will produce new ideas that can be used or applied in hotels. For example, at Six Senses Uluwatu, Bali, an employee was chosen to be a plastic hero because he had the idea of turning unused linen into tote bags. In addition to creating new ideas, he also invites friends and colleagues to always bring their own cloth bags to reduce the use of plastic. The tote bag idea was finally seen by the hotel. The tote bag has started to become an activity for guests. This is what Green Reward Management means to help profit indicators on environmental performance.

Conclusion

Based on the results of the analysis and discussion regarding the implementation of green human resources management in supporting environmental performance at Six Senses Uluwatu, Bali, it can be concluded that Six Senses Uluwatu, Bali has started implementing green human resources management at this time. Although it is not perfect, there is already a process in implementing green human resources management which is always reviewed and improved. Green human resources management is not only carried out by the human resources department but requires the help of other employees to achieve its goals. Although the implementation of Green Human Resources Management is not perfect, but it has been able to help environmental performance at Six Senses Uluwatu, Bali. Every function of Green Human Resources Management has aided environmental performance, as measured by three indicators: planet, people, and profit. The Planet indicator can be supported by all functions of Green Human Resources Management, which is Green Job Design and Analysis, Green Recruitment, Green Selection, Green Induction, Green Training and Development, Green Performance Evaluation, and Green Reward Management. Then the People indicator can also be supported by all functions of Green Human Resources Management, which is Green Job Design and Analysis, Green Recruitment, Green Selection, Green Induction, Green Training and Development, Green Performance Evaluation, and Green Reward Management. While the profit indicator has not been assisted by all functions of Green Human Resources Management. Until now, the new profit indicator was only assisted by three functions of Green Human Resources Management, namely Green Job Design and Analysis, Green Training and Development, and Green Reward Management. Although not yet perfect, Six Senses Uluwatu, Bali will continue to improve the implementation of the functions of Green Human Resources Management so that all of them can help environmental performance indicators.

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