

**IMPLEMENTATION OF GREEN HUMAN RESOURCES
MANAGEMENT AT THE ST. REGIS BALI RESORT**



POLITEKNIK NEGERI BALI

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**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
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THESIS

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Badung, July 2022

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**IMPLEMENTATION OF GREEN HUMAN RESOURCES
MANAGEMENT AT THE ST. REGIS BALI RESORT**

THESIS

This thesis is submitted to Tourism Department of Politeknik Negeri Bali
in Partial Fulfillment of the requirement for the Degree of
Applied Bachelor in Tourism



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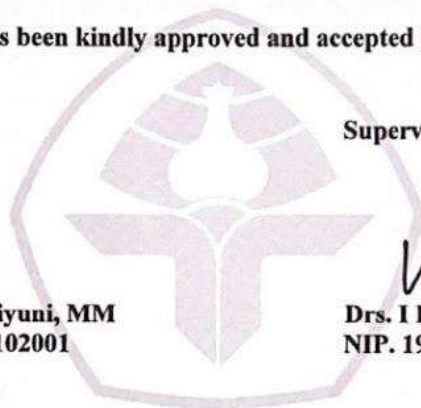


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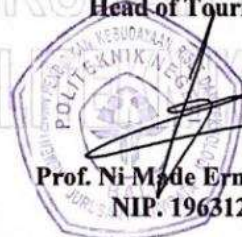
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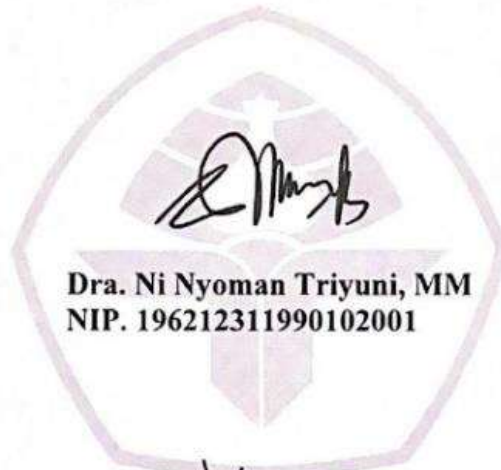
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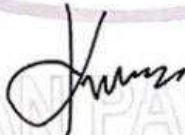
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PREFACE

Praise and thanks are always prayed by the writer to Ida Sang Hyang Widhi Wasa, the Supreme God, who has given His Mercy and grace so that the writer can finish this thesis entitled “Implementation of Green Human Resources Management at The St. Regis Bali Resort”. This thesis was made to completed studies in order to obtain the Bachelor Degree at Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali.

During writing on this thesis, the writer has been received much support, guidance, and advice from various parties. Therefore, on this occasion the writer would like to thanks to:

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8. My parents and family who have given support to the writer during the study and completion of this thesis.

The writer realized this thesis is not perfect yet, however critics and suggestion are needed to make this thesis be better and can be useful for many people.

Badung, July 2022

The writer

ABSTRAK

IMPLEMENTASI KONSEP GREEN HUMAN RESOURCES MANAGEMENT DI THE ST. REGIS BALI RESORT

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Tujuan dari penelitian ini adalah untuk mengetahui penerapan green human resources management di The St. Regis Bali Resort, Nusa Dua, Badung, Bali. Penelitian kualitatif ini dilakukan pada bulan Maret 2022 sampai Juli 2022. Objek penelitian adalah green human resources management (GHRM). Ini tentang bagaimana sistem manajemen mengelola semua sumber daya manusia dalam hal kegiatan hijau di The St. Regis Bali Resort. Metode pengumpulan data yang digunakan adalah wawancara dengan Manajer Departemen Sumber Manusia dan asisten manajernya, Manajer Pembelajaran dan Pengembangan, serta observasi partisipan di hotel sebagai data primer dan dokumentasi sebagai data sekunder. Teknik analisis datanya adalah analisis data model interaktif yang terdiri dari reduksi data, penyajian data, serta verifikasi dan inferensi. Hasil penelitian menunjukkan bahwa penerapan manajemen sumber daya manusia hijau di The St. Regis Bali Resort didasarkan pada kebijakan dari Marriot untuk mengelola sumber daya manusia di semua hotel Marriott, termasuk The St. Regis Bali Resort, secara hijau dan cara yang berkelanjutan. Di The St. Regis Bali Resort, manajemen sumber daya manusia hijau diterapkan dalam rekrutmen dan seleksi; pelatihan dan pengembangan; penilaian kinerja; dan kompensasi dan penghargaan. Dalam proses rekrutmen, staff The St. Regis Bali Resort dipilih dan direkrut dengan standar pengetahuan dan wawasan hijau, sedangkan dalam pelatihan dan pengembangan, The St. Regis Bali Resort memberikan pelatihan untuk tujuan hijau, terutama yang berkaitan dengan pelestarian dan pengembangan lingkungan, penilaian kinerja hijau mencakup strategi Departemen Sumber Daya Manusia dalam melakukan penilaian terhadap karyawan dengan memberikan kriteria atau ukuran hijau, dan untuk kompensasi dan penghargaan hijau diwujudkan dalam bentuk penghargaan yang diberikan kepada karyawan yang mampu atau berjasa dalam bertindak hijau dalam kinerjanya.. Secara umum, semua komponen tersebut dilaksanakan dengan baik. Hingga penelitian ini usai, The St. Regis Bali Resort telah berhasil memanfaatkan dan mengembangkan sumber daya manusia terkait dengan lingkungan dan sumber daya alam yang ada sehingga dapat dikelola secara efektif dan efisien. Apapun itu, standar operasional prosedur (SOP) pengelolaan sumber daya manusia hijau diperlukan agar implementasi GHRM dapat lebih legal dan pasti di antara semua manajer dan staf di The St. Regis Bali Resort.

Kata kunci: sumber daya manusia hotel, *green human resources management*, departemen sumber daya manusia.

ABSTRACT

IMPLEMENTATION OF GREEN HUMAN RESOURCES MANAGEMENT AT THE ST. REGIS BALI RESORT

Putu Paramarthika Vidya
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The purpose of this study was to determine the application of green human resources management at The St. Regis Bali Resort, Nusa Dua, Badung, Bali. This qualitative research was conducted from March 2022 to July 2022. The object of the research is green human resources management (GHRM). It's about how the management system manages all human resources in terms of green activities at The St. Regis Bali Resort. The data collection method used was interviews with the Human Resources Department Manager and his assistant manager, Learning and Development Manager, as well as participant observation at the hotel as primary data and documentation as secondary data. The data analysis technique is an interactive model of data analysis which consists of data reduction, data presentation, and verification and inference. The results showed that the application of green human resource management at The St. Regis Bali Resort is based on Marriot's policy of managing human resources at all Marriott hotels, including The St. Regis Bali Resort, in a green and sustainable way. At The St. Regis Bali Resort, green human resource management applied in recruitment and selection; training and development; performance assessment; and compensation and rewards. In the recruitment process, The St. Regis Bali Resort was selected and recruited with green knowledge and insight standards, while in training and development, The St. Regis Bali Resort provides training for green goals, especially those related to environmental conservation and development, green performance assessment includes the Human Resources Department's strategy in assessing employees by providing green criteria or measures, and for green compensation and rewards realized in the form of awards that given to employees who are capable or meritorious in acting green in their performance. In general, all of these components are implemented well. Until this research is finished, The St. Regis Bali Resort has succeeded in utilizing and developing human resources related to the existing environment and natural resources so that they can be managed effectively and efficiently. Regardless, a green human resource management standard operating procedure (SOP) is needed so that the implementation of GHRM can be more legal and certain among all managers and staff at The St. Regis Bali Resort.

Keywords: hotel human resources, green human resources management, human resources department.

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CHAPTER I

INTRODUCTION

1.1 Background

Green human resources management is a concept of managing the human resources that the hotel has in the concept of green tourism and such a management is really popular nowadays in many hotels. Entire staffs in the hotel need to understand the meaning and how important the green human resources management itself to be implemented in their hotel. Green human resources management needs to be spared well to all of the staff.

Green human resources management is a workforce management system that is applied to reduce negative impacts on the environment or increase positive environmental impacts on company performance in a sustainable manner (Arulrajah, et al, 2015). Green human resources management is a part of development of human resource management (HRM). It is a policy and practice that is needed by someone who carries out the aspects of people or recruitment, screening, training, compensation, and assessment. Human resource management is the most important aspect in business management, through an innovative approach so as to improve the company's economy, technology, social culture, and environment (Cech, et al, 2016). More than that, the demands of the economy, globalization, domestic diversity and technology encourage companies to carry out various management developments in the field of corporate human resources (Stone & Deadrick, 2015).

In fact, Murni (2017) writes almost all tourism components including the hospitality industry are motivated into green issues to meet the tastes of tourists and to comply with central and local government regulations in tackling environmental damage. Loustaunau (2018) states that, in 21st century, the environmental impact from hotels is quite astounding. As global tourist arrival numbers continue to increase, demand and supply trends in regard to sustainable business practices are fundamental.

For The St. Regis Bali Resort, which is a world-class five-star hotel with 124 rooms located in a well-known tourist area in Bali, namely Nusa Dua, green hotel is not a strange thing. The discourse of green hotel always comes up on various occasions at this hotel. In fact, Marriot as the owner of the hotel has implemented its policy concerning the green hotel. The St. Regis Bali Resort has already implemented the concept of green hotel itself, especially in Human Resources Department, but not as intensive as possible, because of less conducive condition created by the Covid-19 pandemic. That's why, the ideas and concepts and the green hotel policy are in general not all implemented optimally in the work units below. However, since March 2022, when the tourism business condition has been better and better, and this research was carried out from March to July 2022, the green hotel policy has implemented well through the green human resources management.

Until today, no one is doing research about the green human resources management at The St. Regis Bali Resort. That's why it is interesting to know through a research how the green human resources management is implemented at

The St. Regis Bali Resort. Through this research, the writer wants to explore this further through the title "Implementation of Green Human Resources Management at The St. Regis Bali Resort".

1.2 Problem Identification

Based on the background described above, the problem identification of this research covers the question how the implementation of green human resources management at The St. Regis Bali Resort works.

1.3 Purpose of the Research

The purpose of this research is to know the implementation of green human resources management at The St. Regis Bali Resort.

1.4 Significance of the Research

The results of this research are expected to bring some benefits both theoretically and practically. The benefits of this study are as follow.

1.4.1 Theoretical Benefits

The benefit of this research is to develop theoretical insights regarding the implementation of green human resources management hotel at The St. Regis Bali Resort.

1.4.2 Practical Benefits

The research is beneficial for:

- a. Student, as a requirement to become an applied bachelor in Politeknik Negeri Bali Tourism Business Management study program.

- b. Politeknik Negeri Bali, the result of this study are expected to be used as a library reference of similar research in near future, also it can be used as a guide for the next generation.
- c. Industry: as a form of implementation of the realization of green human resources management.

CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the explanations in the previous chapter, it can be concluded that the implementation of green human resources of The St. Regis Bali Resort is based on a policy from Marriott to manage human resources in a green and sustainable manner. In the midst of the global issue of increasing environmental damage, it is proven that Green human resources management at The St. Regis Bali Resort has been implemented in order to minimize such conditions.

At The St. Regis Bali Resort, the green human resources management is implemented in four ways, namely (1). Green recruitment and selection; (2) Green training and development; (3) Green performance appraisal; and (4). Green compensation and reward, the four of which are carried out at the level of the Human Resources Department.

Green recruitment and selection cover how job applicants at The St. Regis Bali Resort are selected and recruited with green knowledge and insight standards. This hotel must have confidence that the applicant has a commitment to care for the preservation of the environment. In green training and development, the Human Resources Department provides training to employees and carries out various development efforts for green goals, especially those concerning environmental conservation and development. Green performance appraisal includes the Human Resources Department's strategy in conducting assessments of employees by

providing green criteria or measures. Green compensation and rewards are realized in the form of rewards provided to employees who are capable or meritorious in acting green in their performance.

In the midst of the unfinished Covid-19 pandemic, green human resources management of The St. Regis Bali Resort in general has been successful as expected. In general, the Human Resources Department of the hotel has succeeded in utilizing and developing human resources in relation to the existing environment and natural resources so that they can be managed effectively and efficiently.

5.2 Suggestions

First, given the increasing importance of the vision and mission of a greener global world, green human resources management of The St. Regis Bali Resort should be realized in making standard operating procedures (SOPs) by the Human Resources Department, starting from planning, organizing, actuating, to controlling, so that in the end it also covers aspects of green recruitment and selection, green training and development, green performance appraisal, and green compensation and rewards.

Second, for The St. Regis Bali Resort is preferably Green human resources management of the hotel, by the Human Resources Department, strives to adopt a blend of global values and local Balinese values in carrying out the green hotel concept, both concerning the planet, prosperity/profit, and people. The combination of these cultural values has the potential to be carried out in four aspects, namely recruitment and selection; training and development; performance appraisal; and compensation and rewards.

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