

Implementation of Green Human Resources Management at The St. Regis Bali Resort

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Abstract: The purpose of this research is to know the implementation of green human resources management at The St. Regis Bali Resort, Nusa Dua, Badung Regency, Bali. Data collection methods used are observations, documentation, and interviews with the Director of The Human Resources Department, Human Resources Manager and his assistant manager, the Learning and Development Manager, and some hotel staffs. Its data analysis techniques are an interactive model data analysis consisting of data reduction, data presentation, and verification and inference. The results of the research show that the implementation of green human resources management at The St. Regis Bali Resort is based on a policy from Marriot to manage human resources at all the Marriot hotels, including The St. Regis Bali resort, in a green and sustainable manner. In the midst of the global issue of increasing environmental damage, such kind of management has been implemented by the hotel in order to minimize bad environmental conditions. At this hotel, the green human resources management is implemented in recruitment and selection; training and development; performance appraisal; and compensation and reward. In general, all those components are well implemented.

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

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Introduction

Green human resources management is a concept of managing the human resources that a hotel has in the context of green tourism and in fact such a management is really popular nowadays in many hotels. That's why 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). Many hotels have already implemented the green human resources management and The St. Regis Bali Resort is one of the hotels which has already implemented it.

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 St. Regis Bali Resort is located in Kawasan Pariwisata, Nusa Dua, Blok Lot S6, Nusa Dua, South Kuta, Badung Regency, Bali 80363. The hotel provides luxury facilities and also the best service for all guest who spent their holiday in this hotel. The product includes the rooms, restaurants, meeting facilities, spa, gym, swimming pool, and other facilities to create the satisfaction for the guests. The discourse of green hotel always comes up on various occasions at this hotel. However, the problem is, the ideas and concepts and policies of green hotel are in general not all implemented optimally in the work units below, such as in existing departments. The result is that in addition to many activities that already support green hotel, on the other hand there are also some that do not seem to support green hotel itself. 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. As far as the writers know, no one is doing research about the green human resources

management at The St. Regis Bali Resort. The works done by Setiawan (2021) and Setiawan et al (2021) covers the implementation of green housekeeping management at the same hotel but not the green human resource management. In order that, the writers are interested in the fact how the green human resources management is implemented at The St. Regis Bali Resort. This research was conducted in March 2022 to July 2022 and carried out at The St. Regis Bali Resort.

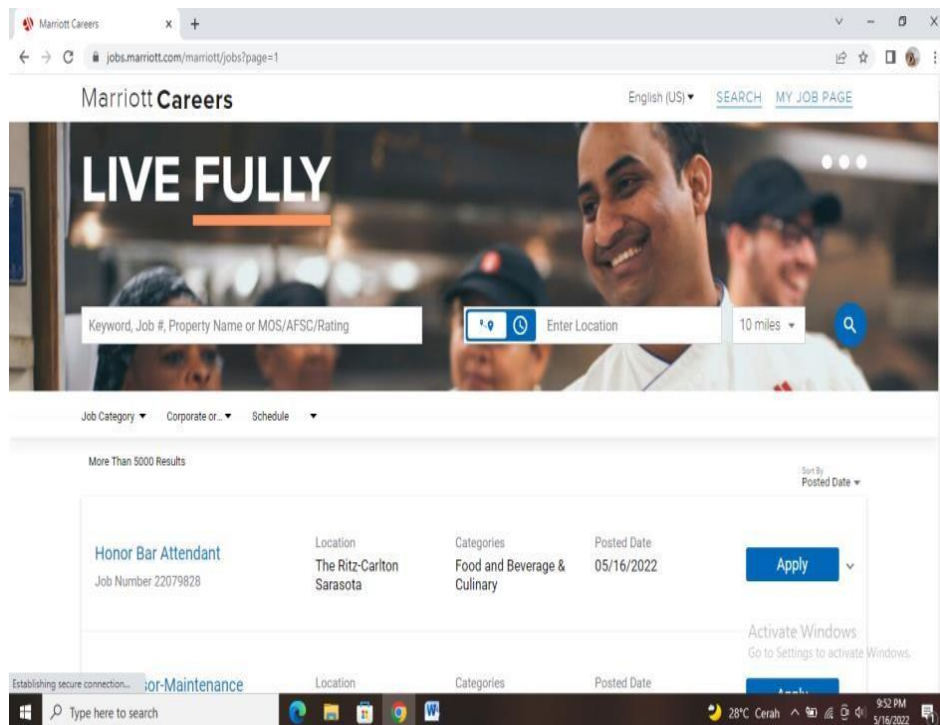
Method

As the title implies, the object of this research is implementation of green human resources management at The St. Regis Bali Resort. Variables identified in this research are green recruitment and selection, green training and development, green performance appraisal, and green compensation and reward. Research variables are attributes or properties or values of people, objects or activities that have certain variations set by writer to be studied and become conclusions drawn (Sugiyono, 2015). As qualitative research, the type of data used in this research is qualitative data. The qualitative data used in this study is the implementation of green human resources management by conducting interviews, participant- observations, and documentation. There are some informants. They are the human resources manager, the learning and development manager, and the human resources department assistant manager to find out the im- plementation of green human resources management at The St. Regis Bali Resort. Activities in qualitative data analysis in this research use interactive models (interactive models of analysis). Activities in qualitative data analysis with interactive models take place continuously until complete, so that the data becomes saturated. There are activities in interactive model data analysis, namely data reduction, data presentation, as well as verification and inference (Miles, et al, 2013).

Result and Discussion

Due to the research problem, policy concerning green hotel in The St. Regis Bali Resort comes from Marriot and such a policy must not be applied in the hotel researched only but in all Marriot's hotels. The Human Resources Manager, Fredi Hermanto states that Marriot is very aware of the importance of all Marriot's hotels in preserving the environment because this has a direct impact on the hotel business itself, especially since the environmental conservation movement is currently a global movement in all areas of life and not only in hotels. The St. Regis Bali Resort, in particular the Human Resources Department, is trying to implement it in such a way according to the context of space, time, and existing circumstances (interview on 12 May 2022).

Green Recruitment and Selection



Source: Vidya (2022).

Figure 1. The initial feature of the www.jobs.marriott.com.

The recruitment and selection in The St. Regis Bali Resort is generally done in a green way. Almost everything regarding such recruitment and selection are run using online system from the beginning until the end of the process. That is from application, recruitment, selection, and result announcement. The selection and recruitment methods are also important in green hotels. The use of website shows that an organization is running a digitally friendly in which digitalization is very important in the organization's green movement. In this case, The St. Regis Bali Resort uses the website namely www.jobs.marriott.com. Recruitment and selection matters are only one of the functions of the website. Companies should attract and select candidates with green awareness using a series of tests, to ensure that all employees are positive about environmental issues. Ideally speaking, in order to gain best output and best outcome, the input must also be the best which will be done through the best process (Ehnert et al., 2016). According to Jabbour and Jabbour (2016), organizations can attract and select candidates who are committed to environmental issues. Green recruitment and selection has been seen as an important component in the practice of Green human resources management.

Applicants can not only search for job openings or apply for jobs at The St. Regis Bali Resort, but through the website, they can use it for all hotels under the Marriott hotels. The St. Regis Bali Resort is one of the Marriott hotels. That is, applicants who will apply for jobs in other hotels that are in the same group as The St. Regis Bali Resort uses the same website. To understand the existence of the website, here is the front view of the website www.jobs.marriott.com (Figure 1). The initial view of the website (Figure 1) contains feature options to select the job category of interest, including the corporate or hotel you want to go to. In the schedule section, applicants can choose either part time or full time according to what the applicant is interested in. The first column describes the position currently required by the hotel. The second column contains the location of the hotel that is looking for staff for the section mentioned in the first column (in this case The St. Regis Bali Resort). Then the third column contains the category of job positions in the first column. The fourth column contains the date the job vacancy was published. On the website, applicants can directly choose the desired job category such as the field of interest. For example, if an applicant is interested in applying in the culinary field, the applicant can choose a job category in the Food and Beverage & Culinary field. Furthermore, applicants can choose The St. Regis Hotels & Resorts in the Corporate or Hotels section. In this case, The St. Regis Bali Resort is one of the 853 hotels listed in the Corporate or Hotels option on the website.

Fredi Hermanto (interview on 12 May 2022) stated,

"The recruitment process at Marriott, we do not collect curriculum vitae. Collect curriculum vitae in the sense that we do not use the conventional method, in which the applicant sends a curriculum vitae, instead we use a career website link. So, we post the vacancy, later the applicant can directly send the application through the website. For curriculum vitae and all kinds, applicants can upload directly. From the curriculum vitae, we can see there, which one we will process further. So the green initiative here is more paperless because we don't need to print curriculum vitae instead, we can save it in softcopy".

According to Fredi Hermanto, the application and recruitment is done online so that there is no paper waste where not using paper indicates that his party has gone green. The same thing was expressed by Learning and Development Manager, Dewa Putrayadnya (interview on April 26, 2022) and Assistant Manager of Human Resources, Wahyu Karisma (interview on May 10, 2022). All of this is in accordance with the concept stated by Wiastuti (2015) that green hotels are environmentally-friendly properties to save energy and save money to help protect our one and only earth. By doing it online, it can reduce paper costs spent by hotel management in the process. Paper itself is a representation of how the wood is cut down to make the paper. The application and recruitment process at The St. Regis Bali Resort itself includes, namely, first, applicants open the website www.jobs.marriott.com. After that, the applicant creates an account to be able to apply to the job category of interest. After the applicant has successfully created an account, the applicant can choose a job category available at The St. Regis Bali Resort. then applicants can choose the option apply on the right side of the website. After choosing to apply to the job category of interest, applicants can send their curriculum vitae and answer the tests displayed on the website according to the job category chosen by the applicant.

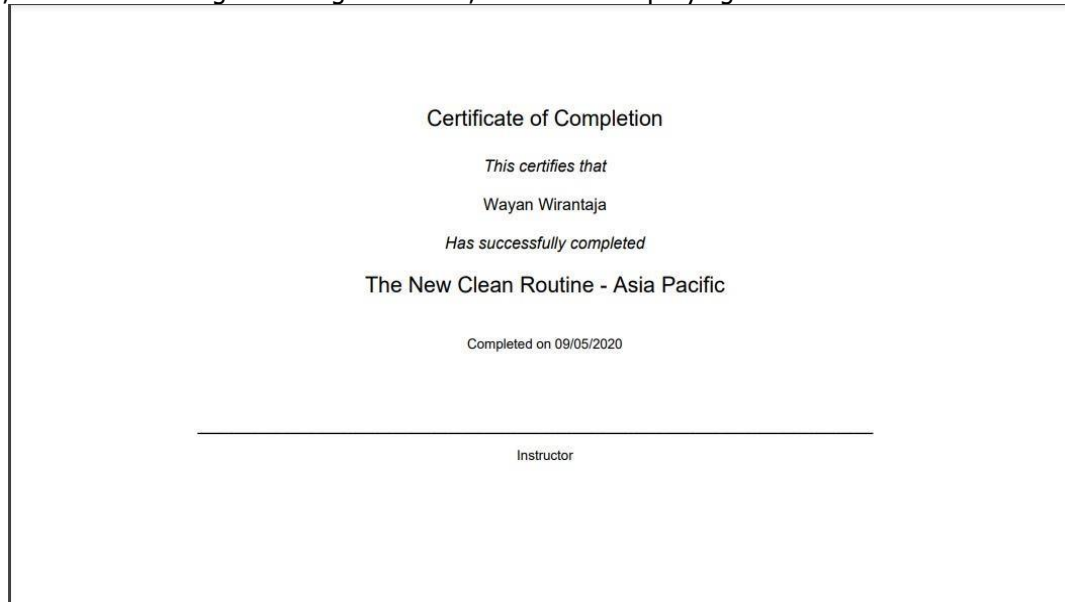
In his career experience, Wahyu Karisma also went through the same process, namely through the website provided by Marriott. The steps taken by Wahyu Karisma when applying for a job at The St. Regis Bali Resort is the same as mentioned above. It means the process of applying for a job at The St. Regis Bali Resort has been done standardly and with good management. Theoretically, the green hotel aspect in the application and recruitment carried out through the website, shows that the hotel is environmentally friendly (Yuniati, 2021). In addition, the environmentally friendly nature of a green hotel contains aspects of economic sustainability because it can reduce paper costs incurred during the application and recruitment process. As is known, green tourism includes the environment, business economy, and social culture. Elkington (Loviscek, 2021) calls it a triple bottom-line, namely planet (ecology), profit (economy) and people (social culture).

The use of websites in the recruitment and selection process has been carried out by The St. Regis Bali Resort before this hotel merged with Marriott. This hotel merged with Marriott in 2016. In other words, The St. Regis Bali Resort has been doing this since they were under Starwood (an interview with Wahyu Karisma). This shows the long commitment of The St. Regis Bali Resort about the need to use an online system in the recruitment and selection process in order to realize a green hotel through green human resources management. This hotel has quite a long experience of the online system. During the recruitment process, the management always looks at the personal candidates or applicants who can comply with existing regulations, including hotel regulations regarding green programs. The St. Regis Bali Resort is very aware that green human resource management is difficult to achieve if the candidates or applicants are not green. For this reason, the greenness of hotel employees is seen from the start, namely when the selection and recruitment process is carried out.

Green Training and Development

Environmentally friendly training and development refers to a system of activities that motivate employees to learn environmental protection skills and pay attention to environmental issues, which are key in achieving environmental goals (Jabbour & Jabbour, 2016). According to Nawangsari & Sutawidjaya (2018), green training programs can help employees understand more about the importance of environmental protection, which makes them more sensitive to environmental control and/or prevention processes, such as collecting data on waste and identifying pollution sources. There are various training and development activities at The St. Regis Bali Resort associated with green. Department that managed the training and development at the hotel is Training and Development as a part of Human Resources Department. When this research is carried out, the manager of the Training and Development at The St. Regis Bali Resort is Dewa Gede Putra Yadnya.

One of the training and development activities that have been carried out is commitment to clean (abbreviated as CTC). "Clean" is one of the aspects of green tourism, especially those related to ecology (planet) in Elkington's triple bottom-line theory (Loviscek, 2021), in addition to economics (prosperity/profit) and socio-culture (people). Cleanliness also ultimately affects the satisfaction of the guests served. CTC is a training provided by Marriott Company in the context of training to increase staff awareness of cleanliness. Related to the phenomena that have occurred in recent years, CTC is associated with efforts to deal with the Covid-19 pandemic. In the CTC there are nine training points that must be followed by all hotel staff. In its implementation, CTC is carried out online where it is also carried out in the context of implementing saving paper. CTC is conducted once a year by all hotel staff. In 2021, the CTC will be implemented in early 2022. The training modules available at CTC are: new ways of being; news ways of cleaning; everyone plays a role in public space cleanliness; how to handle it: chemicals, biohazards and guest information; guest room cleaning changes; the new clean routine; touchless transactions; food and beverage cleaning essentials; electrostatic spraying.



Source: Vidya (2022).

Figure 2. One of the staff certificates of The St. Regis Bali Resort after participating in the CTC training module at The St. Regis Bali Resort.

Not only training and development provided online, The St. Regis Bali Resort also participates in inviting its staff directly in natural cleaning activities. This is given as a form of practice for what the staff has gained dur-

ing the online training. This is theoretically supported by the theory of Purnama & Nawangsari (2019), that environmentally friendly training and development refers to a system of activities that motivate employees to learn environmental protection skills and pay attention to environmental issues, which is the key in achieving environmental goals. Training can increase employee 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.

The activities as described above were disclosed by the Human Resources Manager of The St. Regis Bali Resort, Fredi Hermanto (in interview on 12 May 2022). He said,

"Several times we have carried out beach cleaning activities, namely at Segara Samuh Beach in the Nusa Dua tourist area, Badung Regency. We have done that twice this year. Then last week we also collaborated with the river watch foundation, in which the foundation is engaged in river cleanliness."

As revealed by Fredi Hermanto, the beach cleaning activity from plastic waste is carried out as a group activity, in collaboration with hotels in Bali under the auspices of Marriott (namely Ritz Carlton and The Laguna). From these activities, Fredi Hermanto himself showed that his party found a lot of rubbish that shouldn't be on the beach, such as blankets, bed covers and even mattresses. This means that the beach, which is actually one of the places for sacred Hindu religious activities, is classified as not green. In general, "dirty" means "not clean" and "not clean" means "not green". Regis Bali Resort seeks to realize greenness on the beach to realize its green commitment. On the other hand, Fredi Hermanto hopes that the beach cleaning activity is expected to increase the awareness of The St. Regis Bali Resort on the importance of maintaining a clean environment as well as a form of direct action for what they have received during the training given at the hotel.

As stated by Assistant Manager of Human Resources, Wahyu Kariesma (interview on 10 May 2022), The St. Regis Bali Resort has formed a group called the Green Committee which consists of all departments related to sustainability, including Wahyu Kariesma who is part of the Green Committee. The existence of the Green Committee is a form of awareness and an invitation from the hotel to all its staff to pay more attention to environmental sustainability. It means staff does not only receive online training but also understand how to practice directly in the hotel area to outside the hotel. In the context of tourism business in Indonesia, CHSE or cleanliness, health, safety and environmental sustainability is an integral part of green tourism, especially in the Covid-19 pandemic situation. The St. Regis Bali Resort itself was CHSE certified in November 2020. CHSE which stands for Cleanliness, Health, Safety & Environment Sustainability is a program carried out by the Ministry of Tourism and Creative Economy of the Republic of Indonesia since 2020 (Supeno, 2021). CHSE is a certification program for cleanliness, health, safety and environmental sustainability. According to the Ministry of Tourism and Creative Economy of the Republic of Indonesia, the CHSE Certificate is very necessary because it serves as a guarantee to tourists and the public that the products and services provided meet the hygiene, health, safety, and environmental sustainability protocols (Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2020). With the health and security protocol in the tourism sector, it is hoped that it can provide comfort for visiting tourists.

In operating the hotel, the cleanliness aspect is applied by The St. Regis Bali Resort by always ensuring environmental cleanliness, including providing material to hotel employees regarding cleanliness itself through CTC. In this case, the Human Resources Department is trying to manage the employees of The St. Regis Bali Resort so well that it can be said that, in terms of cleanliness, the department managed to properly manage its human resources. Furthermore, in the aspect of health, the Human Resources Department of The St. Regis Bali Resort provides training on the importance of using masks and provides training to staff regarding normal body temperature so as to prevent Covid-19. Such training is very much in the context of the Covid-19 pandemic. In fact, even until now, every employee who enters the hotel must first have his temperature checked to ensure that he is healthy and fit to work at that time. Incidentally when this research was carried out, the Covid-19 pandemic was very dangerous for many people everywhere so that hotels need to be protected in such a way for the health, comfort and peace of guests. In addition to health, safety issues are very important. During the author's research, it appears that the safety aspects carried out by The St. Regis Bali Resort is regularly conducting fire fighting training for all staff. The safety aspect in the theory of stratified human needs. This means that safety is after the human need for food, clothing, and housing (physiological needs) and before the human need for belonging and love, the human need for appreciation, and the human need for self-actualization. The safety aspect in the hotel that gets the most attention is the problem of fire. In fact, fires often occur in places other than hotels, such as housing, markets, factories, and so on, but as a professional organization, hotels, especially international chain hotels such as The Sr Regis Bali Resort, are very concerned about anticipating fire problems. The hotel has a number of fire fighting equipment, which is installed on many walls. Even this hotel, through the Human Resources Department, often conducts training on how to deal with fires in hotels (Figure 3).



Source: Vidya (2022).

Figure 3. Fire fighting training for employees at The St. Regis Bali Resort

In discussing CHSE in relation to green human resources management, it can be said that environmental sustainability is very important. Environmental sustainability is the responsibility to conserve natural resources and protect global ecosystems to support health and wellbeing, now and in the future. Environmental sustainability is related to the discussion of the "planetary" aspect in Elkington's triple-bottom line theory (Loviscek, 2021). Environment Sustainability in its implementation at The St. Regis Bali Resort can be seen from orientation for new trainees, prospective employees, to existing employees. During orientation, the Learning and Development manager and part of the stewards provided training to new trainees on health and hygiene protocols at The St. Regis Bali Resort so that it can be applied at work. The St. Regis Bali Resort has implemented online training and development which can reduce paper usage and costs. Not only training is done online, The St. Regis Bali Resort also provides computers that its staff can use to participate in the training so that staff feel comfortable while participating in online training.

According to Human Resources Manager, Fredi Hermanto (interview on 12 May 2022),

"The training that we do is done online. In Learning and Development Department we provide four computers, where employees can do online training there. The related certificate can also be accessed through our system, so we can check the completion of the report that we pulled from the system."

Meanwhile, the Assistant Manager of Human Resources, Wahyu Kariesma, in an interview on 10 May 2022, stated that online training is also mandatory for all staff at The St. Regis Bali Resort includes Product Knowledge, in order for staff to get to know the facilities owned by the hotel and also training on Service Culture, which leads to how staff maintain or know the basics of the property. The training that is carried out can save energy and costs because it is done online. In addition, training on product knowledge and service culture is always associated with the issue of how to maintain environmental sustainability. Even a quality service culture shows that the service is green. Wahyu Karisma himself, as assistant manager of Human Resources, still has assignments that he must complete as his responsibilities. He said (interview on 10 May 2022),

"Even myself, until now, every month or year, I always get assignments or assignments regarding online training that must be done and there is a deadline. The deadline will be given 1-2 week so that the online training must be completed. If the training is not completed, the team from LD will remind us to complete the training."

Every Department at The St. Regis Bali Resort must collect training hours to the Learning and Development section which later the Learning and Development section will report to Marriott International every month. The existence of these training hours can make it easier for the Human Resources department, especially Learning and Development to see the development and progress of each department, whether the training has been effective and efficient or not. That is, the more effective and efficient the training is, the greener it will be.

Green Performance Appraisal

Green performance management creates green performance indicators to establish a set of green criteria for all members in the performance appraisal, covering topics such as environmental incidents, environmental responsibility, reducing carbon emissions, and communicating environmental concerns and policies (Delmonico et al., 2018). Saswattecha et al. (2015) stated that for managers and employees, the most important aspect of green

performance management is performance appraisal, which will affect the process and effectiveness of subsequent rewards and compensation. According to Yusliza et al (2019), another way to measure green performance is to address the green performance results of members who do not meet environmental management indicators or are not in line with green goals. Using these negative measures appropriately can encourage employees to behave more environmentally friendly and pursue green goals in their future work.

Hotel staff appraisal has a significant effect on career development (Dewi et al, 2019). In green performance appraisal, theoretically, there are four points to be considered. Green performance appraisal is related to (1) employee knowledge and insights, (2) employee statements and speeches, (3) employee actions or behavior (related to services the employee gives), and (4) physical products. Regarding the green performance appraisal at The St. Regis Bali Resort, points (3) and (4) are the main concerns. Point (3) and (4) are certainly more concrete than point (1) which is abstract in the assessment and point (2) which is only in the form of mere words and is not necessarily related to the actual reality. In addition, points (1) and (2) have been linked to the green recruitment and selection process. In a sense, when prospective employees of The St. Regis Bali Resort is selected for employee recruitment, prospective employees are tested for their understanding and knowledge of green.

On the first point, regarding employee knowledge and insights related to the environment, The St. Regis Bali Resort is equipped with the understanding and knowledge of the importance of protecting the environment from the Marriott company itself. This makes the staff of The St. Regis Bali Resort understands the benefits of protecting the environment. In this case, whether employees are green or not is judged by their knowledge, understanding, and insight about the existence of green at The St. Regis Bali Resort. The more knowing or mastering, understanding, and aware of the existence of a green hotel, the employees are considered more valuable, or vice versa. As mentioned above, point (1) is also related to green recruitment and selection. Green recruitment and selection itself which concerns the understanding, knowledge, and insight of employees about green, is closely related to the work of the human resources department. The task of this department is to select and recruit employees.

The second point is employee statements and speeches related to the environment. In the author's observation, the staff of The St. Regis Bali Resort already has the understanding and knowledge of the importance of protecting the environment. This is evident from the daily conversations between staff who talk about health, environment, cleanliness and the like. For example, staff remind each other to dispose of waste according to its type in the trash can which has also been divided according to the type of waste. The more and/or the quality of words, statements, or discourses about the importance of a green environment in hotels, the employees are considered more valuable, or vice versa. Like point (1), point (2) is also related to green recruitment and selection. Likewise, Green recruitment and selection, which concerns the extent to which employees discuss green in their utterances and statements, are closely related to the work of the human resources department. This is because at the duties of this department, one of which is selecting and recruiting employees.

The third point, related to the assessment of employee actions or behavior (or services provided), staff of The St. Regis Bali Resort has generally already done the environmental actions. For example, in everyday behavior, The St. Regis Bali Resort disposes of garbage in its place according to the type of waste, turns off the room lights when the room is empty, and turns off the air conditioner in the room when the room is empty, and so on. The higher the quality and/or the more actions or behavior of the employee in supporting the green life at the hotel, the more valuable the employee is, or vice versa. The fourth point is related to physical products, in hotel operations, all hotel amenities, especially those related to room amenities for guests, The St. Regis Bali Resort has replaced all of its basic materials, which were originally plastic, now use glass. For example, water bottles that now use glass bottles to reduce plastic waste, toothbrushes that currently use wood as basic materials, and others. The more and/or the quality of employee products with a green opinion, both in the form of physical products such as food and drinks in hotel restaurants, the employee is considered more valuable, or vice versa.

Green Rewards and Compensation

Green rewards and compensation are systems of financial and non-financial rewards, which aim to attract, retain and motivate employees to contribute to environmental goals (Latan et al., 2018). In general, most researchers admit that combining monetary and non-monetary rewards is more effective in motivating employees. Non-financial rewards must be offered together with financial incentives, in the form of green trip benefits, green taxes, and green recognition (Nawang Sari and Sutawidjaya, 2019). In order to appreciate the staff who have supported the green activities carried out by the hotel, The St. Regis Bali Resort provides both financial and non-financial rewards to its staff. This fact is supported by the theory by Purnama & Nawangsari (2019) which states that in line with the strategic approach to green reward and compensation management are financial and non-financial reward systems, which aim to attract, retain, and motivate employees to contribute to environmental goals.

It has been suggested that employees generally feel more motivated by non-financial rewards through green pay and rewards, such as recognition and praise. Incentives and rewards may be a more powerful means of aligning employee performance with company goals than other practices in human resource management systems. According to Latan et al (2018), green rewards and compensation are systems of financial and non-financial rewards, which aim to attract, retain, and motivate employees to contribute to environmental goals. Purnama & Nawangsari (2019) revealed that employees may feel more motivated by non-financial rewards through green pay and rewards, such as recognition and praise. Incentives and rewards may be a more powerful means of aligning employee performance with company goals than other practices in HRM systems.

Financial rewards given to The St. Regis Bali Resort to staff who have provided the best service to their guests through a program called Distinctive Host. Through the Distinctive Host program, staff feel appreciated and increasingly want to provide the best service to guests. These services can be in the form of staff providing information to guests about hotel amenities that previously used plastic but have now been replaced with recycled materials, staff providing information to guests about the hotel's green area, and staff informing and inviting guests to dispose of waste according to the type of waste. Guests who are satisfied with the service provided by the staff will provide feedback which will later be checked by the department head. Furthermore, the department head will provide candidates from each department who have provided the best service to guests or have given the best performance for the hotel. As happened on October 13, 2021, after determining six people which were divided into three people from the back of the house and three people from the front of the house, the six people received certificates and financial rewards of Rp. 250,000 per person. General Manager of The St. Regis Bali Resort, Marcel Kloet, immediately gave certificates to staff who received Distinctive Hosts.



Source: Vidya (2022).

Figure 4. Handover Distinctive Host Certificate by General Manager of The St. Regis Bali Resort, Marcel Kloett

Other rewards that The St. Regis Bali Resort in order to appreciate the support provided by its staff, namely non-financial rewards in the form of recognition or praise. In this case, The St. Regis Bali Resort gives recognition or praise through greeting cards called Distinctive Cards. Distinctive card is a card that can be given between staff if the staff feels helped by the help of other staff or because of the good deeds done by the staff. According to Purnama & Nawangsari (2019), combining monetary and non-monetary rewards is more effective in motivating employees. Non-financial rewards must be offered in conjunction with financial incentives, in the form of green trip benefits, green taxes, and green recognition. Good service and quality are part of the green itself. The more quality the service, the greener it is. If the service is getting greener, the more satisfying the guests are served. The service itself, because it is done by humans, in this case the workers of The St. Regis Bali Resort, then in green tourism services can be linked to the context of people (or socio-cultural) in the triple-bottom line theory according to Elkington (Loviscek, 2021). If it turns out that due to good service, the related guests come again to The St. Regis Bali Resort because of its satisfaction, this is related to prosperity/profit in the triple-bottom line according to Elkington.

Human Resources Manager, Fredi Hermanto, in an interview on 12 May 2022, said,

"The distinctive card is a form of our appreciation for the assistance given to our other colleagues. It doesn't have to be like life-saving, but even with small things, if we feel helped by what other people are doing,

we can give the distinctive card. So, like a thank you we do. So, for staff who have participated in supporting green human resource management activities, we can provide a distinctive card." The existence of a Distinctive Card for employees shows that there is a harmonious relationship between the management of The St. Regis Bali Resort with its employees. Both parties involved give and take. Employees provide the best service while hotel management provides rewards for the services provided by employees. This shows that in terms of human resources, The St. Regis Bali Resort has a good management system. In fact, this also shows that the management carried out by the Human Resources Department is green because it appreciates the performance that is considered good and useful from the employees. In the triple-bottom line theory according to Elkington (Loviscek, 2021), this is related to the people aspect, namely the socio-cultural existence.

Conclusion

The implementation of Green human resources management (GHRM) of The St. Regis Bali Resort is based on a policy from Marriot to manage human resources at all the Marriot hotels, including The St. Regis Bali resort, 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 managerially at the level of the Human Resources Department of the hotel which is related to management policies at a higher level.

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.

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