

# Implementation of Green Office Management Policy In Human Resources Department Of Anantara Uluwatu Bali Resort

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**Abstract:** The results of this research are expected to provide additional knowledge about how to implement the green office management policy for sustainability and green tourism as well as what appropriate green office policy should be implemented at Anantara Uluwatu Bali Resort. The data collection method in this study used descriptive qualitative and quantitative analysis methods with observation, interviews, documentation, literature study, and questionnaire. Data analysis methods consist of Miles and Huberman analysis, and quadrant important-performance analysis using Cartesian diagrams. The results of this study indicate that Anantara Uluwatu Bali Resort only applies to a Waste Management system, namely 3R Reduce, Reuse, Recycle. And specifically, the Human Resources Department has implemented a paperless office system which is proven to be able to reduce paper use every year Anantara Uluwatu Bali Resort also does not have an appropriate green policy that will regulate Green Office activities. The results of the Cartesian diagram show that there are 9 Quadrants in the Keep Up the Good Work category, 8 Quadrants in the focus here category, 2 quadrants in the low priority category, and 1 Quadrant in the possible overkill category. In quadrants II and III, the author provides a plan of improvement for each variable to provide an appropriate reference for Green Policy at Anantara Uluwatu Bali Resort. With this in mind, it is necessary to research to obtain information regarding the implementation of the Green Office.

**Keywords:** Green Office, Green Policy, Paperless Office, Sustainable Tourism, Reduce Reuse Recycle

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## Introduction

In recent decades in this global era, humans are often faced with more complex and serious environmental problems. This environmental damage is caused by human behavior and excessive use of technology. Global warming, the increasingly limited amount of fuel energy, and green land as the lungs of the world are getting less and less due to overexploitation which results in environmental conditions getting worse every time. Many sectors affect the environment, one of which is the tourism industry. The tourism industry is a collection of businesses that aim to produce goods or services to meet the needs and convenience of tourists (UU RI No. 10 of 2009). In Indonesia itself, the tourism industry has clearly shown its role in contributing to the economy, society, and culture by providing job opportunities, increasing state income, making people's social conditions better, and getting cultural appreciation from other countries.

The increasingly sophisticated technology makes its development so rapid tourism industry continues to grow. The development of tourism also affects various the rapid growth of the tourism sector with industry as its backbone always balanced by the rapid degradation of environmental quality. In response to this, the ministry of tourism then implemented standards that help hotel managers to take care of the environment and improve sustainable management. These standards cover hotel management, land use, building concepts, use of environmentally friendly building materials, local products, energy efficiency, water conservation, and waste management (Kementerian Pariwisata Republik Indonesia, 2016). By making environmentally friendly management policies, hotels will be managed from many aspects of green, under policies determined by the government.

Anantara Uluwatu Bali Resort is a resort located at Jl. Pemutih-Labuan Sait, Pecatu Village, South Kuta, Badung. In every hotel and resort, sustainable tourism is a must and according to Tety Rachmawati et al. (2021), The concept of sustainable tourism is presented to build a sense of responsibility and concern of the community towards tourist attractions that are visited. This refers to Anantara's commitment to the implementation of green and sustainable tourism in the hotel. Their commitments are Water and Energy Conservation by minimizing water

consumption in all areas of the hotels. Anantara Uluwatu also strives to reduce energy consumption each year by at least 10% and implement waste management by reducing, reusing, and recycling solid waste, implementing composting programs, and purchasing products that are durable, repairable, and able to be recycled. Based on the background above the writer is interested in conducting a research entitled "Implementation of Green Office Management Policy in Human Resources Department of Anantara Uluwatu Bali Resort". (Mbulu & Gunadi, 2018) in their journal entitled "Green Hotel and Its Implementation in Indonesia. Case Study: Aston Hotel & Resort Bogor, Neo Hotel, and Fave Hotel". This research used a qualitative descriptive method with a case study approach. The result of this research showed that Aston Hotel & Resort Bogor has implemented the Green Hotel policy made by the Ministry of Tourism of the Republic of Indonesia. (Ardiansyah & Iskandar, 2021) in their journal entitled "Implementation of Green Hotel Management 5-Star Hotel in Jakarta, Case Study: The Dharmawangsa Hotel Jakarta" This research was conducted with a qualitative research method. This research revealed that the implementation of green hotel management which includes environmental hotel operations, land use, energy efficiency, air quality, water efficiency, and waste management at The Dharmawangsa Hotel Jakarta has been successful in conducting environmental conservation activities. (Dian & Sri, 2016) in their journal entitled "Penerapan Green Office Pada Bagian Rumah Tangga Kementerian Kesehatan Republik Indonesia" This research was conducted by qualitative research method The data was validated by technique triangulation and resource triangulation. The conclusion resulting from this research is; the staffs have a moderate commitment to "green office" behavior. (Laiphakpam & Arunlertaree, 2019) in their journal entitled "Green office, its features, and importance for sustainable environmental management" This research is aimed to describe the purpose and principles of green office, features of green office as a green building, steps to set up a green office, and analysis of the green offices in some countries as Singapore, Hong Kong, Finland, UK, USA, and Thailand to find out the similarities and differences in its practice, features and aims, and objectives of the green offices. (Aroonsrimorakot, 2018) in his journal entitled "Green office management standard in Mahidol University, Thailand" This paper aims to promote sustainable practices, and apply the Green Office principles in organizations and offices to reduce the emission released by activities in the offices.

## Method

The location of this research is conducted at Anantara Uluwatu Bali Resort, which is a five-star resort with a total of 75 rooms; 2 penthouses, 12 villas, and 61 suite rooms under the management of Minor Group Hotels. The research starts from March – July 2022 in Human Resources Department. The research object is a scientific goal to obtain data with a specific purpose and use, and the data that has been obtained is objective, valid, and reliable, according to Sugiyono (2013). The object of this research is the implementation of a green office management policy which is specifically to find out efforts to improve sustainability at Anantara Uluwatu Bali Resort while the subject in this study is the Human Resources Department. This research is a qualitative and quantitative study to find out the implementation of green office and find out appropriate green policy at Anantara Uluwatu Bali Resort.

The primary data from this research are questionnaires, interviews, and direct observations about how to implement a green office management policy based on what has been implemented by the human resources department in improving sustainability efforts at Anantara Uluwatu Bali Resort. And secondary data is a source of research data obtained from several journals, books, and other sources relating to the problem. The secondary data that will be used in this research is the number of rooms at Anantara Uluwatu Bali Resort, the history of the hotel, organization structure, standard operating procedures, data on the number of paper purchases annually at the human resources department of Anantara Uluwatu Bali Resort, supported by data on energy use spent in the last 3 years from 2019 – 2021.

The Data Collection method in this research is to Interview the informants by collecting data through a question-and-answer process directly to respondents by preparing a list of questions regarding the implementation of green office management policy at the human resources department of Anantara Uluwatu Bali Resort, Documentation, Literature study and Questionnaire. According to Heryana (2018), Key informants also know and understand the general conditions or phenomena in the community. The informants for the interview are members of the waste management committee they are; The Director of Human Resources, Learning Manager, Sales and Marketing Coordinator, Chief Engineering, and Executive Housekeeper.

The respondents from this study were determined by calculating the minimum number of samples using the Lemeshow formula as follows:

$$n = \frac{Z^2 \cdot p \cdot (1-p)}{E^2}$$

n = minimum number of samples required

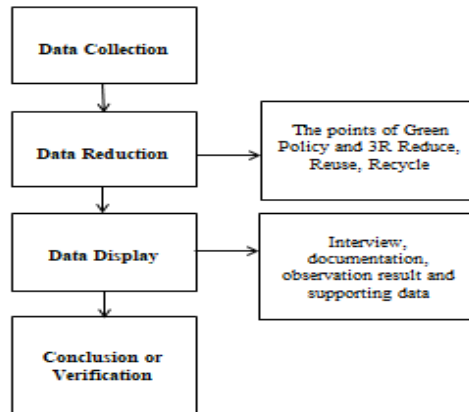
Z = z score at the confidence level

p = population variation (in this study population characteristics are assumed to vary with a maximum estimate = 0.5)

E = alpha or desired sampling error

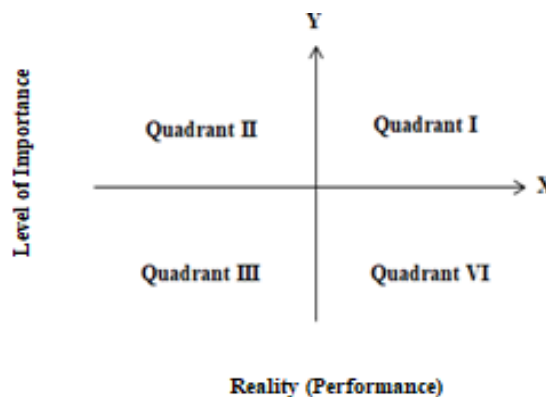
By using a questionnaire as a research instrument, the level of ordinal measurement of the answer category consists of 4 levels using a Likert scale. For quantitative analysis, the alternative answers were scored from 1 to 4 for the questionnaire. Employees' expectations of green office policy, namely 4 = Very Important, 3 = Important, 2 = Not Important and 1 = Very Not Important. For the questionnaire on perceptions of green office policy, namely 4 = Very Appropriate, 3 = Appropriate, 2 = Not Appropriate, and 1 = Very Unsuitable.

The descriptive qualitative data analysis refers to the concept of Miles & Huberman (in Sugiyono, 2013). Data analysis was carried out during data collection in the field and after all, data was collected using interactive model analysis techniques as follows:



**Figure 1.** Descriptive qualitative data of Miles & Huberman

The cartesian diagram is a figure divided into four parts bounded by two lines that intersect perpendicular to the point (X, Y). The X-axis (horizontally) is the reality and the Y-axis (upright) is the employee's expectation and level of importance of the green office policy. Below is an explanation of each quadrant of the Cartesian diagram as follows:



**Figure 2.** Cartesian Diagram

Explanation of each quadrant:

- a. Quadrant I (Keep up the Good Work): This quadrant consists of a positive x-axis and a positive y-axis that indicate there are attributes of interest that are considered very important and the company has implemented its policies well so that the company is obliged to maintain this policy.
- b. Quadrant II (Concentrate Here): This quadrant consists of a negative x-axis and a positive y-axis. Variables that are in quadrant II mean that this variable has a significant influence but needs to be intervened to increase the effectiveness of implementation so that it can be made a top priority to be developed into an appropriate green office policy at Anantara Uluwatu Bali Resort.
- c. Quadrant III (Low Priority): This quadrant consists of a negative x-axis and a negative y-axis that indicate some attributes are considered to have a low level of perception or actual performance and are not too important and too expected by team members so that the company does not need to pay more attention to these attributes.
- d. Quadrant VI (Possible Overkill): In this quadrant consists of a positive x-axis and a negative y-axis that indicates some attributes are considered not too important and not too expected by team members so that the company is better off making other policies that have a higher priority level.

This Cartesian Diagram analysis with the Important Performance Analysis method aims to determine what variables are priority variables and improvement needs to be carried out as a form of recommendation for the appropriate Green Office Policy in the future at Anantara Uluwatu Bali Resort. The data that has been obtained through the collected questionnaire will then be processed using IBM SPSS Statistics 25.

## Result and Discussion

### Result

#### The Implementation of Green Office Based on Reduce, Reuse, and Recycle

Anantara Uluwatu Bali Resort is CHSE (Cleanliness, Health, Safety, and Environment Sustainability) certified. The Indonesian Hotel and Restaurant Association (PHRI), a major tourism business lobby, has objected to plans to make Cleanliness, Health, Safety, and Environment (CHSE) certifications mandatory for tourism players – a central part of the government's strategy for reviving tourism in the country. The CHSE certification serves as a guarantee to tourists and the public that the products and services provided have met protocols for cleanliness, health, safety, and environmental sustainability. This is very important, especially at the point of environmental sustainability, which indicates that Anantara Uluwatu Bali Resort cares about the importance of the sustainability of the surrounding environment. The effort made by Anantara Uluwatu Bali Resort to support environmental sustainability activities is to implement the 3R system namely Reduce, Reuse, Recycle, which is a system that is part of Waste Management as an effort to reduce waste and the hotel industry, also according to Puspitawati & Rahdriawan (2012), the 3R concept is a new paradigm in giving the highest priority to waste management which is oriented towards preventing waste generation, minimizing waste by encouraging reusable goods, and biodegradable goods and implementing environmentally friendly waste disposal. Anantara Uluwatu Bali Resort has also formed a Waste Management Committee whose task is to design, educate and monitor waste management activities in all hotel departments.

This committee was just formed in 2021. Therefore, the implementation of waste management at Anantara Uluwatu is still very minimal and is still in progress. Every month there will always be a meeting of the committees to discuss new programs and what progress has been made in implementing this waste management. In addition, waste management training is carried out for all employees from various departments so that they are aware and have sufficient knowledge about waste management so that they can implement it well internally and then explain it to guests staying at the hotel. The writer has conducted in-depth interviews with several key informants and supporting informants who can provide complete and detailed information on how to implement the Reduce, Reuse, Recycle system. The following are the results of interviews that have been summarized by the writer.

#### a. Reduce

##### 1) Use Email (Electronic Mail) to Send Letters

In hotel office administration activities, there must be a lot of correspondence. However, with the increasing sophistication of technology, it is now possible to send important messages using electronic mail or email. The software used by Anantara Uluwatu Bali Resort in sending electronic messages internally and externally is using Microsoft Outlook. Microsoft Outlook or Microsoft Office Outlook is a personal information manager program from Microsoft, and part of the Microsoft Office suite. Although usually only used to send and read e-mails, this program also has a calendar, work schedule, notes, and journal functions. The advantages of this Microsoft Outlook software, it makes administrative activities easier

and reduces the use of paper as a means of written communication. Besides being easy, it also overcomes the possibility of missing hard copies, especially important letters or documents.

### **2) Digital Form System (JOT Form)**

JOT Form is a useful service to make it easier for users to create and collect the data they want to get. Besides being easy and practical to do, data storage using this service is also real-time and can be accessed by anyone online. By using the JOT Form, we can provide more variety and we can customize the form according to our needs with a more modern appearance. In the Human Resources Department of Anantara Uluwatu Bali Resort, the JOT Form is often used to make internship contracts. We can use the form from any kind of device such as a cellular phone, laptop, PC, or Tab. It has multi-page apps, advanced sharing options, drag and drops app builder, Rich elements and so many Color schemes and layouts. By using this JOT Form, it will greatly reduce paper usage considering that the internship period always changes every 6 months and there are at least 80 contracts that must be signed manually with a total of 480 sheets of paper which will lead to increased paper usage in the Human Resources Department Office.

### **3) QR Code**

QR code stands for quick response code. This code is a two-dimensional barcode that can provide various types of information directly. To open it, it takes a scan or scanning with a smartphone. QR codes are usually capable of storing 2089 digits or 4289 characters, including punctuation marks and special characters. This allows QR codes to display text to the user, open URLs, save contacts to the phone book, and much more. QR codes are considered more practical than barcodes because they can store more data. A QR code consists of black dots and white spaces arranged in a square shape, and each element has its meaning. This makes it able to be scanned by a smartphone and display the data or information it contains. In the Human Resources Department of Anantara Uluwatu Resort, QR Codes are often used to disseminate information to team members from other departments such as links to fill in attendance records, links to training materials, and links to access certain files so as not to spread the information or files in paper form.

### **4) Document Archive With Soft File**

Most of the letter archiving applied by all departments at Anantara Uluwatu Bali Resort is still archived in Hard Copy. The Hard Copy filing system makes several administrative divisions copy the issued letters so that the use of paper increases for archival needs. Therefore, it is necessary to switch to computerized filing to reduce paper usage in the filing system. In the human resources department, Anantara Uluwatu Bali Resort relies heavily on computerized archiving or soft files. Soft files that are stored are usually various kinds of letters ranging from employment certificates, contracts, handover materials, materials for notice boards, and much more. This of course must be supported by a strong and appropriate computer device so that it can load all soft files. IT plays an important role in the security of these files. It can be done by backing up the files regularly so that if there is a problem with the computer system, the files will not be lost. As well as a security system by using passwords in confidential files such as examples of invoices and contracts so that they are not arbitrarily accessed by irresponsible people who can harm the company.

### **5) Turn Off Lights and Air Conditioner When Not in The Office**

Anantara Uluwatu Bali Resort also saves on the use of electrical energy. This is also influenced by the care of its users. Energy saving can be done efficiently by reducing consumption and activities that use energy, this activity is also known as energy conservation. Energy conservation is the responsibility of all employees. When the room is not in use, it is mandatory if the lights and air conditioning are turned off because it is a step to save energy and save electricity costs. Each room has also been given the warning to turn off the AC and lights before leaving the unused room. From the engineering side, they routinely check through the system if the office operating hours are closed, and the air conditioner and lights are automatically turned off through the system.

### **6) Reduce Water Usage**

Anantara Uluwatu Bali Resort has made a new policy that applies to each room. Where the housekeeping staff no longer offers to change bed sheets and linens every day but by providing a green card with an appeal if guests want the sheets to be changed to new ones, they must place the green card on the mattress so that the housekeeping staff only changes the sheets when guests need it and not every time. This also applies to bath towels; towels can be placed on the towel rack if guests want to use them many times so they don't need to be replaced with fresh towels every day. It is important to save water and energy, especially laundry. If you have to wash a lot every day, it will consume a lot of energy and water. In every bathroom and toilet, it has also been advised to use sufficient water, especially at the back office.

**b. Reuse**

**1) Save Decoration Supplies such as Paper Flags, Plastic Curtains for Reuse**

On certain days, whether it's a religious holiday, birthday celebration, appreciation week, or minor founder day, Anantara Uluwatu Bali Resort must prepare certain decorations according to the theme of the holiday or celebration that will be held. All of these decorations are not only purchased in small quantities but in large enough quantities so that every event and feeling can be decorated festively and attractively. Because the celebration is not only done once, the decorations are stored for reuse in other celebrations. Because if all the decoration knick-knacks are only used once, it is not environmentally friendly considering that there are also quite a lot of them.

**2) Use Products That Can Be Refilled (Refill)**

Anantara Uluwatu Bali Resort also uses products that can be used and refilled to reuse. One of them is using ink refills, refilling water so that people don't use single-use bottled drinking water, and refills for hand washing soap and hand sanitizers to reduce plastic waste from a large number of packaged bottles.

**3) Use Old Paper to Print That Doesn't Require New Paper**

If there are documents that are only used internally, the paper can be used for recycling depending on the contents of the paper by using it back and forth. If the contents of the used paper contain confidential information, the paper must be destroyed, while if the nature of the document on the paper is not confidential, then it is okay to use the reverse side to reuse it in terms of saving paper.

**c. Recycle**

**1) Classifying Waste According to its Category, Both Organic and Inorganic**

Recycling is one element in the process of addressing the growing problem of municipal solid waste. By recycling, valuable materials which would otherwise be discarded are collected and remanufactured. The first thing that Anantara Uluwatu Bali Resort does in terms of recycling used goods is to separate waste according to the type or category of each. Broadly speaking, we can separate waste into two types, namely organic waste and inorganic waste. Anantara Uluwatu Bali Resort has prepared two different types of trash bins according to the category and type of each waste. This trash can is not only located in the back-office area or public area, even the trash cans in each hotel room have also been replaced using trash cans that have been labeled with each function and used according to the type of waste. Taking action to sort this waste, will benefit the waste collectors to proceed to the next stage. In addition, Anantara Uluwatu Bali Resort also performs special sorting on glass waste, plastic bottle waste, and cardboard waste. Furthermore, the three categories of waste that have been specifically set aside are collected and will be sold to collectors.

**2) Do the Processing of Organic Waste into Compost**

Anantara Uluwatu Bali Resort collects organic waste such as wet organic waste which can be in the form of vegetable waste, food scraps, fruit residue or rotten fruit peels, and onion skins. Another example is dry organic waste such as leaves, tree branches, and large logs of construction materials. The organic waste is then collected based on their respective classifications and then sent to a third-party waste processor. Anantara Uluwatu Bali Resort has not been able to implement organic waste processing activities into compost. Other things that are done besides collecting organic waste to be given to third parties, are not infrequently also leftover vegetables are given to employees who have livestock and for guests, food leftovers are given to stray dogs around the Labuan Sait area.

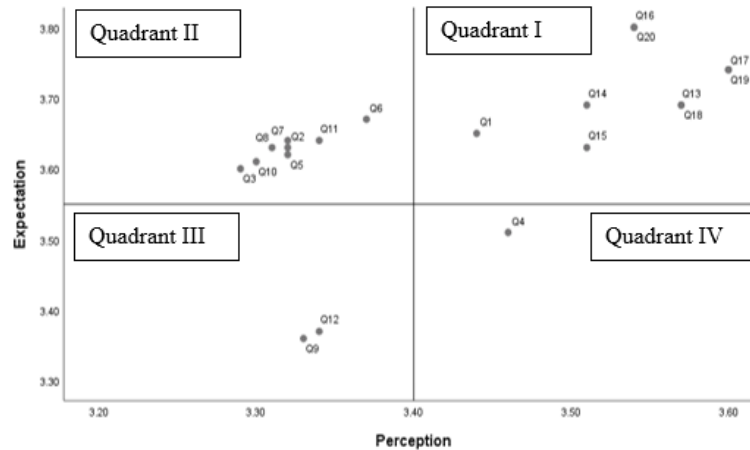
**Appropriate Green Office Policy at Anantara Uluwatu Bali Resort Based on Cartesian Diagram Analysis**

In the results of in-depth interviews of the writer and the informants, the informants said that Anantara Uluwatu Bali Resort had not implemented the appropriate Green Office policy with the Standard Operating Procedure (SOP). They still only rely on Waste Management to reduce the problem of waste generated by the hotel industry. Even so, there are several things from the green policy that have been implemented, but there are no written and concrete regulations regarding this matter. An appropriate green office policy here is needed as a reference for Anantara Uluwatu Bali Resort to become a green hotel that cares about the environment and sustainability. With the appropriate green office policy, there will be clear commitments and sanctions if these are not implemented under the applicable SOPs.

The informants also stated that Anantara Uluwatu Bali Resort had never done or participated in Green Office or Green Hotel certification. In this study, the writer provides a questionnaire containing 20 questions containing

statements regarding the implementation of green office, green policy, and reduce reuse recycling to find out how employees view these policies, which policies are priorities that need improvement and improvement, which policies should be eliminated and which policies are already appropriate. Respondents from this questionnaire are employees of Anantara Uluwatu Bali Resort from the level of ordinary staff, and supervisors to managerial levels who are expected to be able to provide valid information according to conditions in the field.

Below is a plotting variable in the quadrant of the Cartesian diagram of the results of the Importance Performance Analysis:



Sources: Data Processed, 2022

**Figure 3.** Cartesian Diagram of Appropriate Green Office Policy at Anantara Uluwatu Bali Resort

a. Quadrant I (Keep up the Good Work): This quadrant means that this variable has a significant influence on performance values that are also good, so conditions need to be maintained. This means that the policy of waste management that has been implemented by Anantara Uluwatu Bali Resort already has good performance in the eyes of employees from various departments. In addition, this quadrant also means that expectations and performance are both high. So that Anantara Uluwatu Bali Resort must maintain this result and improve this waste management policy so that it becomes even better and can be implemented more optimally in the future.

b. Quadrant II (Concentrate Here): This quadrant means that these 8 variables require special attention from Anantara Uluwatu Bali Resort to change or improve so that later it can improve the quality of its implementation. This quadrant also means that employees have high expectations, but the implementation shown is still low or the performance is low but the expectations are high so that Anantara Uluwatu Bali Resort can implement green office policies optimally.

c. Quadrant III (Low Priority): This quadrant. This means that these two variables get low attention from employees. Because the implementation is low and this variable does not have a significant effect, improvement (increasing the performance value) is needed to increase the value of the effectiveness of the implementation

d. Quadrant VI (Possible Overkill): In this quadrant, there is only 1 variable included in it. This means that this 1 variable does not have a significant influence and the performance value is also good enough so that no further improvement is needed on this variable.

## Discussions

So based on the position of the variables that have been processed, if viewed from the results of plotting the quadrants and the description of each quadrant, the variables that need improvement more are the variables in quadrants II and III, while the variables in quadrants I and IV are not too urgent to intervene. The variables included in quadrants II and III can be seen in the table below. In addition, suggestions for improvement that should be carried out on priority variables are also made based on the results of the quadrant plotting analysis. Then knowing the conditions of the variables will make it easier to make recommendations for the appropriate green office policy itself. To find out more clearly can be seen in the following table description:

Variables in quadrant II along with proposed improvements should be done based on the results of the important-performance analysis.

<b>Quadrant</b>	<b>Indicator</b>	<b>Variable</b>	<b>Plan of Improvement</b>
II	Green Office	Considering energy users in the construction and use of buildings	Researching other hotels that have implemented green offices and green hotels regarding what things have been done, especially things that are contained in variables to save energy, conducting socialization and training on the importance of the role of staff in efforts to implement green offices, the Company commits implementing the green office system so that there is written evidence that must be applied by all staff at Anantara Uluwatu Bali Resort
	Green Office	Considering the use of water	
	Green Office	Considering indoor air quality, thermal quality (temperature), and lighting quality	
	Green Office	Involvement of staff in all stages of environmental management activities	
	Green Office	Consider providing equipment, such as compost bins, to reduce organic matter going to landfills	
	Green Policy	Declaration of the company's commitment to the environment	
	Green Policy	Commitment to prevent pollution and continuously improve environmental performance	
	Green Policy	Commitment to keeping employees and community members safe	

Sources: Data Processed, 2022

**Table 1.** Plan of Improvement Quadrant II Focus Here

<b>Quadrant</b>	<b>Indicator</b>	<b>Variable</b>	<b>Plan of Improvement</b>
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III	Green Policy	A concise description of what the company is trying to achieve with environmental goals	The company must know what is the basis for measuring the green office, the company plans prepare, discusses, and ratifies what can later be implemented
	Green Policy	Statement of the strategies and actions your business is willing to undertake to meet its commitments	

Sources: Data Processed, 2022

**Table 2.** Plan of Improvement Quadrant III Low Priority

Based on the plans of improvement for each of Quadrants II and III, it can be conveyed that the improvement that can be done as the main step in realizing an appropriate green policy at Anantara Uluwatu is to conduct research first on other hotels and benchmarking. Then after doing research, it is necessary to study what is needed by the hotel, and what green office concept is suitable for the hotel conditions and eliminates what can be realized and what cannot be realized. After having a fairly mature plan, then a policy formulation was carried out this was previously carried out based on the approval of other parties related to the hotel. After that, there must be a discussion involving all parties who will contribute to the policy that has been determined and ratified following the procedures applicable to the company.

## Conclusion

Based on the results of the discussion above, it can be concluded that Anantara Uluwatu Bali Resort, especially in the Human Resources department supported by other departments implementing a Waste Management system that is divided into 3Rs, namely Reduce, Reuse and Recycle. This is done as an effort towards a green office in reducing waste and waste from the hotel industry.

Anantara Uluwatu Bali Resort has not implemented a truly green office system and does not yet have an appropriate green policy that can be used as a reference for implementing a green office. Therefore, the results of the study show that several indicators need special attention to be improved and then used as a reference for an appropriate green policy.

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