

**UNDERGRADUATE THESIS**  
**THE IMPLEMENTATION OF GREEN RECRUITMENT AND SELECTION**  
**TO ENHANCE EMPLOYEE PERFORMANCE**  
**AT SIX SENSES ULUWATU, BALI**



**POLITEKNIK NEGERI BALI**

**I Kadek Agus Parmadi**

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**TOURISM DEPARTMENT**  
**POLITEKNIK NEGERI BALI**  
**BADUNG**  
**2023**

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**AT SIX SENSES ULUWATU, BALI**

**This undergraduate thesis is submitted as one of the requirements to earn  
Applied Bachelor's Degree in Tourism Management Study Program  
in Politeknik Negeri Bali**



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### THE IMPLEMENTATION OF GREEN RECRUITMENT AND SELECTION TO ENHANCE EMPLOYEE PERFORMANCE AT SIX SENSES ULUWATU, BALI

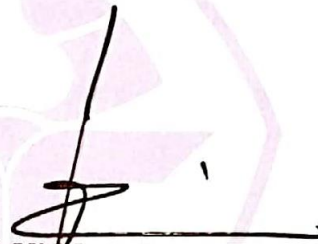
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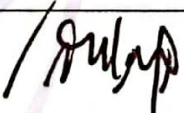


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## UNDERGRADUATE THESIS VALIDITY SHEET

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**THE IMPLEMENTATION OF GREEN RECRUITMENT AND  
SELECTION TO ENHANCE EMPLOYEE PERFORMANCE  
AT SIX SENSES ULUWATU, BALI**

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Badung, July 9<sup>th</sup>, 2023

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## ABSTRACT

Parmadi, I Kadek Agus. (2023). *The Implementation of Green Recruitment and Selection to Enhance Employee Performance*. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor I: Dr. Drs. I Ketut Sutarna, MA, Supervisor II: Prof. Ni Made Ernawati, MATM., Ph.D.

Keywords: Green Recruitment and Selection (GRS), Employee Performance, Green Human Resources Management, Green Hotel

This study explains the influence of Green Recruitment and Selection (GRS) on enhancing employee performance at Six Senses Uluwatu, Bali. The aim of this research is to find out how the implementation of GRS and its impact on enhancing employee performance. The data collection methods used in this study are observations, questionnaire, interviews, and literature review. The sample for this research consists of 154 respondents, selected using the stratified random sampling method. The data analysis technique employed is quantitative analysis using simple linear regression, followed by further analysis using descriptive statistical analysis. The results of this study indicate that Six Senses Uluwatu, Bali has implemented Green Recruitment and Selection (GRS) implicitly. Based on the analysis of the simple linear regression equation used, the correlation coefficient (R) is found to be 0,596. The coefficient of determination (R Square) is 0,356, which means that the influence of the independent variable, Green Recruitment and Selection (GRS), on the dependent variable, employee performance, is 35,6%, while the remaining 64,4% is influenced by other variables. The following equation can be derived from the simple linear regression model: it is known that the constant value (a) is 18,753, indicating that in the absence of Green Recruitment and Selection (GRS), the value of employee performance is 18,753 units. The regression coefficient of X1 is 0,753, indicating that for every 1-unit increase in GRS, the value of employee performance will increase by 0,753 units.

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## **ABSTRAK**

Parmadi, I Kadek Agus. 2023. *The Implementation of Green Recruitment and Selection to Enhance Employee Performance*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

*Skripsi ini telah disetujui dan diperiksa oleh pembimbing I: Dr. Drs. I Ketut Utama, MA, Pembimbing II: Prof. Ni Made Ernawati, MATM., Ph.D.*

*Kata kunci: Green Recruitment and Selection (GRS), Kinerja Karyawan, Green Human Resources Management, Hotel Hijau*

*Penelitian ini menjelaskan mengenai pengaruh Green Recruitment and Selection (GRS) dalam meningkatkan Kinerja Karyawan di Six Senses Uluwatu, Bali. Tujuan dari penelitian ini adalah untuk mencari tahu bagaimana penerapan dari GRS serta pengaruh dari GRS dalam meningkatkan kinerja karyawan. Metode yang digunakan dalam pengumpulan data adalah observasi, kuisioner, wawancara, dan studi literatur, untuk sampel pada penelitian ini menggunakan 154 responden, yang dilakukan dengan menggunakan metode stratified random sampling. Teknik analisis data menggunakan analisis kuantitatif dengan menggunakan regresi linier sederhana, kemudian dianalisis lebih lanjut dengan menggunakan analisis statistik deskriptif. Hasil penelitian ini menunjukkan bahwa Six Senses Uluwatu, Bali telah menerapkan Green Recruitment and Selection (GRS) secara implisit. Berdasarkan hasil analisis persamaan regresi linear sederhana yang digunakan, diketahui besarnya nilai korelasi atau hubungan ( $R$ ) yaitu sebesar 0,596. Diperoleh koefisien determinasi ( $R$  Square) sebesar 0,356 yang mengandung pengertian bahwa pengaruh variabel bebas yaitu Green Recruitment and Selection (GRS) terhadap variabel terikat yaitu kinerja karyawan adalah sebesar 35,6%, sedangkan sisanya sebesar 64,4% dipengaruhi oleh variabel lain. Berikut persamaan yang dapat dihasilkan dalam model regresi linear sederhana. diketahui bahwa nilai konstanta ( $a$ ) sebesar 18,753 menyatakan bahwa jika tidak terdapat nilai Green Recruitment and Selection (GRS) maka nilai unit kinerja karyawan sebesar 18,753. Nilai koefisien  $X_1$  regresi sebesar 0,753 menyatakan bahwa setiap penambahan 1-unit GRS, maka akan meningkatkan nilai unit kinerja karyawan sebesar 0,753.*

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# CHAPTER I

## INTRODUCTION

### 1.1 Research Background

The effects of globalization are increasingly felt by human life. There are a lot of positive effects of globalization, but there are also a bunch of negative effects that really need a serious concern. One of the negative impacts of globalization that is considered to become a major problem of humanity is global warming (Burlacu et al., 2018) and that is everyone's goal to deal with it. In this twenty-first century, step by step the human being has been showing more concern in environmental issues including the major fields such as politics, public, or business (Ahmad, 2015) including tourism business specifically in hotel industry.

The rapid growth of hotel industry also become one of the biggest contributors of environmental damage. Therefore, the hotel companies started to take the environmental issue as their responsibility and surprisingly the market demand on choosing a hotel that applied the green practices is increasing and become a competitive advantage of the company (Budarma et al., 2020). ASEAN (2016) issued ASEAN Green Hotel Standard that used to assess green hotel that should cover 11 major criteria: environmental policy and actions for hotel operation, use of green products, collaboration with the community and local organizations, human resources development, solid waste management, energy efficiency, water efficiency and water quality, air quality management, noise pollution control, waste



water treatment and management, and toxic and chemical substance disposal management.

In Indonesia, a lot of hotels declared themselves as a green hotel that make a tight competition among them. Budarma et al. (2020) researched the green business hospitality practices in 5-stars hotels in Bali came up with their own uniqueness in order to contributed to their competitive advantage on a tight competition. Thus, in order to support the company's ideas on green practices and green hotel image will also need a good quality of human resources management that concern with the same issues. Dutta (2012) defines Green Human Resources Management (GHRM) as a management approach that implement environment-friendly work programs to create green human resources that concentrate on green recruitment and selection, green training and development, green assessment and management, green payment and incentive, and enhancing the human capital.

According to the implementation of GHRM, a green-mindset or high-quality employee is hardly needed. Human resource is the most valuable asset of the company because the employee has an important role on managing the production factors such as: raw materials, tools and equipment, machines, money, and environment (Mamik & Syarif, 2016). In order to put the right man on the right place on organizing those production factors of the company, the company need to focus on recruiting and selecting the employee that feel the same interest on environmental issues (Renwick et al., 2013).

Obaid & Alias (2015) defines Green Recruitment and Selection (GRS) as the procedure of hiring people having behavior, knowledge and skills of environment

management systems in the organization. Renwick et al., (2013) asserted the green branding of the employer also have an impact on improving the attractiveness to attract the younger generation that aware on environmental issues to join the company and in the other hand, the job seekers also need to show that they are have the same concern on the environmental issue as part of their attributes in the recruitment. Thus, the green issues must be specified when the company doing the job analysis, job description, and individual criteria for the job applicant that will be affected on obtaining environmentally aware employees to enhance the Employee Performance especially on the environment values concern in the company.

Six Senses Uluwatu, Bali is famously known by its concern on environmental issues by implementing sustainability initiatives such as energy reduction, water & waste management, and raising the awareness of sustainable product and activities. All of those initiatives could run successfully if it supported by employees that has the same concern toward environment sustainability. Therefore, the researcher is interested on exploring this research with the title “The Implementation of Green Recruitment and Selection to Enhance Employee Performance at Six Senses Uluwatu, Bali”.

## **1.2 Problem Identification**

Based on the background explanation, here are the statements of the problems of the research, as follows:

1. What is the implementation of Green Recruitment and Selection (GRS) at Six Senses Uluwatu, Bali?

2. What is the influence of Green Recruitment and Selection (GRS) implementation on enhancing the Employee Performance at Six Senses Uluwatu, Bali?

### **1.3 Purpose of the Research**

Based on the background as well as the problems identification stated, the purpose of the research concluded as follows:

1. To explore the implementation of Green Recruitment and Selection (GRS) at Six Senses Uluwatu, Bali.
2. To analyze the influence of Green Recruitment and Selection (GRS) implementation on enhancing the Employee Performance at Six Senses Uluwatu, Bali.

### **1.4 Significances of the Research**

This research is expected to provide benefits both theoretically and practically, as follows:

#### **1.4.1 Theoretical significances**

Theoretically, this research is expected to provide wider perspective and expanding knowledge about the important of Green Recruitment and Selection (GRS) Implementation to enhance the Employee Performance in a hotel.

#### **1.4.2 Practical Significances**

1. Benefits for Six Senses Uluwatu, Bali

This research is expected provide input or suggestion to the management on improving the performance of the employee start from the recruitment and selection

process by selecting environmentally aware candidates through Green Recruitment and Selection (GRS) implementation.

## 2. Benefits for Politeknik Negeri Bali

This research is expected to provide additional knowledge for the student especially in Tourism Department regarding the importance of employee performance enhancement by Green Recruitment and Selection (GRS) Implementation in hotel Industry.

## 3. Benefits for student

Hopefully, this research could help expanding knowledge regarding the implementation and the importance of Green Recruitment and Selection to enhance Employee Performance in a hotel industry especially for a green-labeled hotel because it requires a super-talented people that share the same concern regarding environment sustainability to be part of their member.



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## CHAPTER V

### CONCLUSION AND SUGGESTION

#### 5.1 Conclusions

Based on the results of the data analysis and discussions outlined above, the following conclusions can be drawn:

##### 5.1.1 The Implementation of Green Recruitment and Selection (GRS) at Six Senses Uluwatu, Bali

The implementation of Green Recruitment and Selection (GRS) at Six Senses Uluwatu, Bali was analyzed through descriptive statistical analysis using questionnaires distributed to employees. The characteristics of respondents were examined, including their department, gender, age, years of service, and educational background. Based on department, the highest number of respondents were from the Culinary, Engineering, and Housekeeping departments. Regarding gender, the majority of respondents were male. The majority of respondents fell within the 20-30 years age group. In terms of years of service, most respondents had been working for 1-3 years. Among the respondents, most of them has senior high school or vocational high school background. The descriptive statistical analysis showed that all indicators of the GRS variable were implemented at Six Senses Uluwatu, Bali. The highest level of implementation was observed in the "Knowledge of the green awareness" indicator, while the lowest value is the implementation of "Usage of green information technology in the selection process". For Employee Performance variables, respondents strongly agreed with all statements, with the highest level of implementation observed in the "Quantity of output" indicator where they believe

that their performance is in line with the company's expectation. On the other hand, the lowest value of Employee Performance is about "Timelines of output".

The implementation of Green Recruitment and Selection (GRS) at Six Senses Uluwatu, Bali aims to attract candidates with a strong commitment to environmental sustainability. The process includes developing comprehensive green job descriptions that highlight environmental responsibilities, promoting the company's eco-friendly image in job advertisements, and providing detailed information on the Six Senses Careers website. Green Information Technology (GIT) is utilized to minimize paper usage, with applications and interviews conducted through digital platforms like Microsoft Teams. While paper usage cannot be completely eliminated due to the need for printed assessment materials as well as the requirement of physical sign for certain documents as the valid verification. Meanwhile, efforts are made to reduce waste through single-sided printing and eco-friendly printing modes. The selection process includes assessing candidates' knowledge of sustainability and their past experiences related to environmental practices. Specific green criteria are communicated to prospective candidates, emphasizing the company's focus on environmental management. Ultimately, the selection process prioritizes individuals with knowledge and practical experience in environmental management, ensuring the hiring of candidates who can actively contribute to the company's environmental goals and initiatives.

### 5.1.2 The influence of Green Recruitment and Selection (GRS) implementation on enhancing the Employee Performance at Six Senses Uluwatu, Bali

The classical assumption tests, such as the normality test, heteroscedasticity test, and linearity test, reveal that there is a linear relationship between the independent variable, Green Recruitment and Selection (GRS), and the dependent variable, employee performance, in the regression model. The heteroscedasticity test reveal that there is no heteroscedasticity issue regarding GRS towards employee performance, as evidenced by the significance value being greater than 0,05. Additionally, the normality test confirms that the residual values follow a normal distribution.

Through regression model testing, it is observed that the calculated F value is 83.906, and the significance level is 0,000, which is lower than 0,05. Therefore, the regression model can be employed to predict the participation variable, or in other words, the variable X (Green Recruitment and Selection or GRS) has an influence on the variable Y (employee performance). The impact of the independent variable (X) on the dependent variable (Y) can be quantified as a percentage. With reference to the model summary, the coefficient of determination (R-square) is determined to be 0.356, indicating that the influence of the independent variable, GRS, on the dependent variable, employee performance, amounts to 35,6%.

Furthermore, based on the results of the t-test, the calculated t-value for the Green Recruitment and Selection (GRS) variable is 9,160, accompanied by a significance value of 0,000. The significance value is lower than the predetermined significance level of 0,05. Considering the positive coefficient value, it can be

concluded that the hypothesis suggesting a significant impact of the Green Recruitment and Selection (GRS) variable on employee performance at Six Senses Uluwatu, Bali is accepted. This implies that the implementation of GRS can enhance employee performance.

## **5.2 Suggestion**

Based on the findings and analysis presented, some suggestions can be made as follows:

### **1. For Six Senses Uluwatu, Bali**

As one of the renowned hotels known for its environmental and sustainability label, it is only fitting for Six Senses Uluwatu, Bali to attract talents who share the same vision for environmental conservation. Having a workforce that shares a common vision for the environment can enhance employee performance in carrying out their duties and responsibilities, as they are conscious of the impact their work has on environmental sustainability and the resort's brand image as an environmentally friendly hotel. By implementing Green Recruitment and Selection (GRS) in the employee recruitment and selection process, the chances of acquiring highly performing individuals aligned with the hotel's vision and mission can be increased. Therefore, various aspects need to be improved in the implementation of GRS at Six Senses Uluwatu, Bali, including maintaining a commitment to applying GRS in all recruitment and selection processes without exceptions. The use of green information and technology should be enhanced to ensure that the recruitment and selection process can truly be paperless.



## 2. For the Future Research

This study specifically examined Green Recruitment and Selection practices. Therefore, future studies are recommended to expand the study scope by considering to conduct similar research in other hotels or organizations to examine the impact of Green Recruitment and Selection (GRS) on employee performance in different contexts to validate the generalizability this research findings. The future research could include additional control variables to account for other factors that may influence employee performance. For example, incorporating other green Human Resources Management practices into their model since this study demonstrated that Green Recruitment and Selection contributes only 35,6% to enhancing employee performance, while 64,4% is influenced by other factors for example: green training, green rewards, green performance, green employee behaviors, green development, green work-life balance, green empowerment, and many more. Alternatively, supplement the quantitative analysis with qualitative research methods, such as in-depth interviews or focus groups, to gain a deeper understanding of the mechanisms through which GRS influences employee performance. This qualitative data can provide valuable insights and enrich the interpretation of your quantitative results.

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