

**UNDERGRADUATE THESIS**

**IMPLEMENTATION OF GREEN TRAINING TO SUPPORT  
EMPLOYEE GREEN BEHAVIOR AT ANANTARA ULUWATU  
BALI RESORT**



**POLITEKNIK NEGERI BALI**

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**TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
BADUNG  
2023**

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BALI RESORT**

**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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### IMPLEMENTATION OF GREEN TRAINING TO SUPPORT EMPLOYEE GREEN BEHAVIOR AT ANANTARA ULUWATU BALI RESORT

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This undergraduate thesis entitled:

### **IMPLEMENTATION OF GREEN TRAINING TO SUPPORT EMPLOYEE GREEN BEHAVIOR AT ANANTARA ULUWATU BALI RESORT**

by **Kadek Anna Anggelina (SIN. 1915834011)** has been successfully defended  
in front of the Board of Examiners and accepted as partial fulfillment of the  
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**STATEMENT LETTER**

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I hereby declare that my undergraduate thesis entitled:

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GREEN BEHAVIOR AT ANANTARA ULUWATU BALI RESORT**

which content is my own work, thereby free from plagiarism. Being stated, I am ready to bear the risk or any sanctions impose to me in accordance with regulation.

Badung, 25<sup>th</sup> July 2023  
Who made the statement,

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## ACKNOWLEDGEMENT

Praise God Almighty, for the presence and his grace, therefore the writer can finish a thesis entitled “Implementation of Green Training to Support Employee Green Behavior at Anantara Uluwatu Bali Resort”. This thesis was made to complete studies in order to obtain the Bachelor Degree at Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali.

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Therefore, with all humility, the writer expects some critics and suggestions especially from readers and hopes this thesis could be beneficial for the study as well as the development of the tourism industry.

The Writer

Kadek Anna Anggelina



## ABSTRACT

Anggelina, Anna Kadek (2023), Implementation Of Green Training to Support Employee Green Behavior at Anantara Uluwatu Bali Resort, Thesis: Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor I : Ni Nyoman Sri Astuti, SST.Par., M.Par, and Supervisor II: I Nyoman Rajin Aryana, S.Pd., M.Hum.

Keywords: Green human resources management, green training, employee green behavior

This study aims to determine the implementation and influence of green training as a part of practicing Green Human Resource Management (GHRM) in supporting employee green behavior at Anantara Uluwatu. The methods of data collection in this study were interviews, questionnaires, observations, and literatures study. The sample in this study was determined by proportionate stratified random sampling and an interview with the Learning Manager at Anantara Uluwatu Bali Resort. Data collection used questionnaires that were distributed online to employees of Anantara Uluwatu Bali Resort. The analysis technique used simple linear regression analysis, which was processed through SPSS version 26.0. The results of the analysis show that the practice of green training has a significant and positive influence on employee green behavior, which was obtained from the results of the simple linear regression test and the t-hypothesis test. The large effect of green training was then obtained from the results of the coefficient of determination. Testing the t hypothesis obtained a comparison of the t count with the t table ( $6.189 > 2.00100$ ). Implementation green training has an influence contribution of 39.4%, while the remaining 60.6% was influenced by other factors not examined, such as other practices contained in Green human resources management, such as green recruitment, green reward and compensation, and green performance appraisal, which affect the environmentally friendly behavior of employees. Implementation green training helps employees understand environmental problems and how to deal with them, broadening their knowledge of the environment. This must be implemented and developed in order to motivate employees to behave in an environmentally friendly manner.

## ABSTRAK

Anggelina, Anna Kadek (2023), *Implementation Of Green Training To Support Employee Green Behavior At Anantara Uluwatu Bali Resort*, Skripsi : Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I : Ni Nyoman Sri Astuti, SST.Par., M.Par, dan Pembimbing II : I Nyoman Rajin Aryana, S.Pd., M.Hum.

Kata kunci : *green human resources management, green training, employee green behavior*

Penelitian ini bertujuan untuk mengetahui implementasi serta pengaruh dari implementasi *green training* sebagai salah satu bagian dari praktik *Green Human Resource Management* (GHRM) dalam mendukung *employee green behavior* di Anantara Uluwatu. Metode pengumpulan data pada penelitian ini dilakukan dengan wawancara, kuesioner, observasi dan studi kepustakaan. Sampel dalam penelitian ini ditentukan dengan metode *proportionate stratified random sampling* dan wawancara dengan *Learning Manager* Anantara Uluwatu Bali Resort. Pengumpulan data menggunakan kuesioner yang disebarakan secara online kepada karyawan Anantara Uluwatu Bali Resort. Teknik analisis yang digunakan adalah analisis regresi linier sederhana yang diolah melalui program SPSS versi 26.0. Hasil analisis menunjukkan bahwa praktik dari *green training* memiliki pengaruh yang signifikan dan positif terhadap *employee green behavior* yang di dapat dari hasil uji regresi linear sederhana dan uji hipotesis t dimana selanjutnya untuk besar pengaruh *green training* tersebut didapat dari hasil koefisien determinasi. Uji hipotesis t diperoleh perbandingan t hitung dengan t tabel ( $6.189 > 2.00100$ ). Implementasi *green training* memiliki kontribusi pengaruh sebesar 39,4% sedangkan sisanya sebesar 60,6% dipengaruhi faktor lain yang tidak diteliti, seperti praktik lain yang terdapat dalam *Green human resources management* yaitu *green recruitment, green reward and compensation, dan green performance appraisal* yang mempengaruhi perilaku ramah lingkungan karyawan. Implementasi *green training* tersebut membantu karyawan dalam memahami masalah lingkungan serta penanggulangannya dan menambah wawasan mereka terhadap lingkungan, sehingga *green training* ini harus tetap dilaksanakan dan dikembangkan agar dapat memotivasi karyawan untuk berperilaku ramah lingkungan.

## TABLE OF CONTENTS

COVER	i
TITEL PAGE .....	ii
REQUIREMENT SHEET.....	iii
APPROVAL SHEET .....	iv
VALIDITY SHEET .....	v
STATEMENT LETTER .....	vi
ACKNOWLEDGEMENT .....	vii
ABSTRACT.....	ix
ABSTRAK .....	x
TABLE OF CONTENTS.....	xi
LIST OF TABLES .....	xiii
LIST OF FIGURES .....	xiv
APPENDICES .....	xv
CHAPTER I INTRODUCTION .....	1
1.1. Background of Study .....	1
1.2. Problem Statements .....	4
1.3. Research Objectives.....	5
1.4. Research Significance.....	5
1.4.1. Theoretical Significance .....	5
1.4.2. Practical Significance .....	6
1.5. Scope and Limitation of Research .....	6
CHAPTER II LITERATURE REVIEW .....	8
2.1. Conceptual Framework.....	8
2.1.1. Hotel .....	8
2.1.2. Green Human Resources Management .....	9
2.1.3. Green Training and Development .....	12
2.1.4. Employee Green Behavior.....	14
2.2. Empirical Review .....	15
2.3. Hypothesis .....	20
CHAPTER III RESEARCH METHODOLOGY .....	21
3.1. Research Settings.....	21
3.2. Research Objects .....	22
3.3. Variable Identifications .....	22
3.4. Definitions of Operational Variable .....	23
3.4.1. Green Training.....	23

3.4.2. Employee Green Behavior.....	24
3.5. Data Source and Type.....	27
3.5.1. Types of data.....	27
3.5.2. Source of data .....	27
3.6. Population and Sample .....	28
3.7. Data Collection Method.....	30
3.8. Data analyses .....	31
3.8.1. Test instrument .....	32
3.8.2. Correlation test.....	33
3.8.3. Classical assumption test .....	33
3.8.4. Simple Regression Analyses.....	35
3.8.5. t Test .....	35
3.8.6. Coefficient of Determination.....	36
<b>CHAPTER IV RESULT AND DISCUSSION.....</b>	<b>38</b>
4.1. General description of Anantara Uluwatu Bali Resort.....	38
4.1.1. Brief History of Anantara Uluwatu Bali Resort .....	38
4.1.2. Business Field of Anantara Uluwatu Bali Resort.....	40
4.1.3. Hotel Facilities of Anantara Uluwatu Bali Resort.....	41
4.1.4. Organization Structure of Anantara Uluwatu Bali Resort.....	48
4.1.5. Job Description .....	49
4.2. Result and Discussion .....	53
4.2.1. Simple Linear Regression Analysis Test.....	53
4.2.2. Implementation of Green Training at Anantara Uluwatu Bali Resort.....	67
4.2.3. The influence of green Training in support green employee behavior at Anantara Uluwatu Bali Resort.....	74
4.2.4. The Effect Of Green Training Is 39.4% On Employee Green Behavior.....	76
<b>CHAPTER V CONCLUSIONS AND SUGGESTIONS.....</b>	<b>79</b>
5.1. Conclusions.....	79
5.2. Suggestions.....	80
<b>REFERENCES.....</b>	<b>81</b>
<b>APPENDICES.....</b>	<b>86</b>

## LIST OF TABLES

Table 3. 1. Definition Of Operational Variables Green Training .....	23
Table 3. 2. Definition of Operational Variables Employee Green Behavior .....	25
Table 3. 3. Proportionate Stratified Random Sampling .....	29
Table 3. 4. Skala Likert .....	30
Table 3. 5. Correlation Coefficient Interpretation.....	33
Table 4. 1. Room Type at Anantara Uluwatu .....	41
Table 4. 2. The Characteristic of Respondent Based on Age .....	54
Table 4. 3. The Characteristic of Respondent Based on Length of Work .....	55
Table 4. 4. The Characteristic of Respondent Based on Department .....	56
Table 4. 5. Validity Test Result of Research Instrument .....	57
Table 4. 6. Reliability Test Result of Green Training.....	58
Table 4. 7. Reliability Test Result of Employee Green Behavior.....	59
Table 4. 8. Result of Correlation test .....	60
Table 4. 9. Result of Normality test .....	61
Table 4. 10. Result of Linearity test.....	62
Table 4. 11. Result of heteroscedasticity test.....	63
Table 4. 12. Result of simple linear regression analysis .....	64
Table 4. 13. Result of t-test.....	65
Table 4. 15. Result of coefficient of determination .....	66

JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

## LIST OF FIGURES

Figure 4. 1. Ocean View Pool Suite.....	41
Figure 4. 2. 360 Restaurant .....	42
Figure 4. 3. Sono Teppanyaki .....	43
Figure 4. 4. Botol Biru Bar & Grill.....	43
Figure 4. 5. Anantara SPA .....	44
Figure 4. 6. Fitness Center .....	44
Figure 4. 7. Bali Biru Meeting Room .....	45
Figure 4. 8. Mini Theatre .....	45
Figure 4. 9. Dewa Dewi Chapel.....	46
Figure 4. 10. Infinity Pool.....	46
Figure 4. 11. Beach Elevator.....	47
Figure 4. 12. Dining by Design.....	47
Figure 4. 13 Structure Organization of People and Culture Department.....	48
Figure 4. 14. Training flyer announcement.....	73
Figure 4. 15. Water energy consumption during 2022.....	78



JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

## APPENDICES

Appendix 1. Questionnaire .....	86
Appendix 2. Interview Session .....	91
Appendix 3. Data tabulation .....	94
Appendix 4. Processing Data result .....	95
Appendix 5. Type of rooms at Anantara Uluwatu .....	102
Appendix 6. CHSE Certified.....	104
Appendix 7. Certificate of green training program .....	105
Appendix 8. Display from MH Campus as a media training .....	105
Appendix 9. Minor Hotel Sustainability workshop for managerial level .....	106
Appendix 10. Daily energy consumption .....	106



JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

# CHAPTER I

## INTRODUCTION

### 1.1. Background of Study

Resources in a company or organization consist of six elements, namely man, money, method, machine, market, and material. Of the six resources, the most influential in driving an organization is the human element. Human Resources (HR) are productive individuals who work as the driving force of an organization, both within institutions and companies that have the function of being assets so that their abilities must be trained and developed (Luther Gulick, 2019). Additionally, HR is crucial to the company's development in the future. Although highly developed machinery cannot function without the touch of human hands, human resources are people who work in the organization as actors, thinkers, and planners to achieve organizational goals. As such, humans play a crucial part in achieving organizational goals (Sihite, 2018).

Human resources are company assets that must be maintained and developed so that they can make an optimal contribution to the continuation of the company itself. Organizational innovation is mostly a human issue. Since individuals create and put ideas into action, innovation will be dependent on efficient Human Resource Management (HRM). Additionally, it will be influenced by knowledge, as each innovation entails the creation of new information as both an input (such as new concepts, ideas, prototypes, etc.) and a consequence (i.e. the novelty produced) (Kianto et al., 2017). A company or industry will achieve success



if it has qualified human resources to do a job so that operations within the company can run optimally.

During the Covid-19 pandemic, the tourism industry made it difficult for several companies to carry out their operational activities, especially in the hospitality sector. Many hotels were trying their best to survive by keeping their operations running well. As the case in changing standard operating procedures to make them more suitable for conditions during a pandemic by following directions from the government, especially in implementing health protocols (Tiara Sukma & Ahmad Asshofi, 2021). The operational system at the hotel was changed in order to be able to adjust or adapt to the conditions being faced by Indonesia (Wibowo, 2022). Facing these changes and competition requires employees to be able to adapt to changes in company operations, such as the emergence of new technology or new working methods in the company. Situations like this make companies need human resources who have knowledge, skills, high abilities and are trained to focus their abilities on the duties and responsibilities for the benefit of the company (Fadjar, 2018).

One of the efforts to increase a company's ability, skills, and professionalism is through training. Training is an effort to develop the potential of each human resource to be able to face industry challenges in the future (Mikayilov et al., 2019). This can be seen from the negative impact of the tourism industry which has long-term effects on human survival, whether it is carried out by hotel owners as policymakers or the behavior of their employees at work that does not reflect environmentally friendly behavior (Adnyana, 2020). Therefore, to match the work

with the existing changes, it is necessary to carry out training based on environmental awareness to follow the challenges that occur in this era. Green training is a practice for capacity building that increases employee awareness, knowledge, and skills related to the environment (Aniqoh et al., 2022). Green training will indirectly affect the green behavior of all employees in carrying out their work to achieve the goals set by the company. Green behavior by employees is related to the benefits that will be obtained by the hotel later, wherein the practice of this green training creates high efficiency, lower costs, and better employee consistency. The sustainability of the tourism industry is strongly supported by community development, cultural protection, and nature conservation (Astawa et al., 2018).

Anantara Uluwatu Bali Resort is one of the hotels that has implemented environmentally friendly efforts. Anantara Uluwatu is a five-star hotel located in Jalan Pemutih, Labuan Sait. This hotel is one of the hotels that have been CHSE (Cleanliness, Health, Safety, dan Environment Sustainability) certified since 2021 and hotel that has taken on the role of GHRM through green training and development. The hotel has implemented the concept of sustainability and strives to increase employee awareness to be responsible for the activities they carry out through green training to support employee behavior in an environmentally friendly direction. One of the implementations of this green training and development is training that requires all employees to take part in sustainability training which is conducted online and there are also workshops from Minor International Hotels Group for department head of engineering, front office, housekeeping, and food and

beverage regarding energy and greenhouse gas emission management, water management, waste management, and sustainable chef which is also carried out online.

The green training that has been carried out is expected to influence employee behavior to take part in helping companies create environmental sustainability. However, it seems that this has not been implemented optimally by the employee, such as the separation of types of waste directly by employees and the use of electricity from operational activities which is still often unstable, the most significant increase is seen between April and May 2022 where in April it was 204,896 kwh and in May 256,586 kwh, the increase occurred between the two months with a difference of 51,690 kwh was the highest in 2022. The success of green training and development is certainly supported by the commitment of all qualified human resources to achieve the best results which are also related to the concept of sustainability every year. Like employees who can behave in an environmentally friendly manner, they understand that the success of a hotel is supported by a healthy environment and so on (Kirani & Bagia, 2020). According to the problem, the writer decided to focus on the research of green training and development towards employee green behavior and the writer raises the research title, "Implementation of Green Training to Support Green Employee Behavior at Anantara Uluwatu Bali Resort".

## **1.2. Problem Statements**

Based on the background above, the statement of the problem of this research are:

1. How is green training implemented at Anantara Uluwatu Bali Resort?
2. How is the influence of green training in support green employee behavior at Anantara Uluwatu Bali Resort?

### **1.3. Research Objectives**

Based on the explanation on the background and problems of research stated above, the purpose of this research concluded as follows:

1. To analyze the implementation of the green training at Anantara Uluwatu Bali Resort as one of the hotels which has been certified by CHSE and applies the concept of sustainability.
2. To analyze the effect of implementing green training at Anantara Uluwatu Bali Resort on green employee behavior.

### **1.4. Research Significance**

This research is expect to provide benefits both theoretically and practically.

The benefits to be obtained in this research are as follows:

#### **1.4.1. Theoretical Significance**

Theoretically, this research is expect to provide benefits to increase the writer's insight and knowledge about how important the implementation of green human resource management in a green hotel such as provide the green training to all employee that can support the green employee behavior.

### **1.4.2. Practical Significance**

#### **a. Significance for the Anantara Uluwatu Bali Resort**

For hotels, this research is expected to provide suggestions and input to management to support green employee behavior improvement through the concept of green human resource management in green hotels.

#### **b. Significance for Bali State Polytechnic**

Can be used as additional information and reference for the tourism department of Politeknik Negeri Bali students who will conduct research by raising the concept of green human resource management.

#### **c. Significance for Student**

As a forum to add new insights and broaden understanding of the application of green training as a part of green human resource management in the hospitality industry.

### **1.5. Scope and Limitation of Research**

Based on the research topic, namely regarding the implementation of green training in supporting employee green behavior, where the scope of the material is very broad, it is necessary to limit the problems so that the research becomes more focused and to avoid the widening of problems in research, including:

1. This study has two variables, namely green training and employee green behavior. Green training with indicators namely develop training programs, integrated training programs, green knowledge management and employee green behavior variables with indicators of work sustainability, avoiding harm, conserving, influence others, and take initiative.

2. The object of this research was the implementation of green training conducted by the management of Anantara Uluwatu Bali Resort which is the research site.
3. This study analyzes how the implementation of green training in supporting employee green behavior uses a quantitative method, so that a conclusion can be drawn.



JURUSAN PARIWISATA  
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## CHAPTER V

### CONCLUSIONS AND SUGGESTIONS

#### 5.1. Conclusions

Based on the results of the research analysis and the results of the discussion previously described, it can be concluded as follows:

1. Anantara Uluwatu has implemented green training under the supervision of a Minor International group as the owner of the Anantara hotel brand. Anantara has develop training program with Sustainability 101 program that carried out online by MH (Minor Hotel) Campus. Management also integrated the program to increase emotional involvement through external motivation by videos or animations listed on the sustainability 101 training website. with this training program ensures that employees acquire green knowledge and are well understood through quizzes after employees read the series of materials and videos provided, then they will take a quiz.
2. Green training has a positive and significant influence on employee green behavior at Anantara Uluwatu Bali Resort which can be seen in the hypothesis test results which  $H_a$  is accepted and comparison of the calculated t value with t table, namely  $6.189 > 2.00100$  and the comparison of the significance value with the alpha value of  $0,000 < 0,05$  of a correlation test  $0.627$ , stated that has a strong correlation. So, if the implementation of this green training is increased then employee green behavior will also increase with a positive relationship and contribute to the influence of

39,4%, while the rest is equal to 60.6% influenced by other factors not examined.

## **5.2. Suggestions**

Based on the results of the discussion and conclusions, the writer has several suggestions to convey, namely:

1. With the positive and significant influence of green training on employee green behavior at Anantara Uluwatu, it is hoped that the management of the Anantara Uluwatu hotel, continuing to carry out the implementation of green training, can even expand the training material by following global environmental problems that occur so as to provide awareness for employees to behave environmentally friendly because the environment really needs to be maintained and maybe it can be carried out offline as well so that employees can understand more and be able to see the practice of training materials provided.
2. All employees of the Anantara Uluwatu Bali Resort hotel should participate in supporting and implementing the material which is compiled by the management well.
3. For future researchers, the researcher hopes that the results of this study can be used as a reference or comparison for further research by adding other variables that are in accordance with conditions or phenomena in the future.



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