

**UNDERGRADUATE THESIS**

**THE IMPLEMENTATION OF GREEN RECRUITMENT AND  
SELECTION TO SUPPORT ENVIRONMENTAL  
PERFORMANCE AT STHALA, A TRIBUTE PORTFOLIO  
HOTEL, UBUD BALI**



**POLITEKNIK NEGERI BALI**

**I Made Pandhu Sedana**

**TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
BADUNG  
2023**

**UNDERGRADUATE THESIS**

**THE IMPLEMENTATION OF GREEN RECRUITMENT AND  
SELECTION TO SUPPORT ENVIRONMENTAL  
PERFORMANCE AT STHALA, A TRIBUTE PORTFOLIO  
HOTEL, UBUD BALI**



**I Made Pandhu Sedana  
NIM. 1915834117**

JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

**TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
BADUNG  
2023**

**UNDERGRADUATE THESIS**

**THE IMPLEMENTATION OF GREEN RECRUITMENT AND  
SELECTION TO SUPPORT ENVIRONMENTAL  
PERFORMANCE AT STHALA, A TRIBUTE PORTFOLIO  
HOTEL, UBUD 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**



**JURUSAN PARIWISATA  
I Made Pandhu Sedana  
NIM. 1915834117  
POLITEKNIK NEGERI BALI**

**TOURISM BUSINESS MANAGEMENT STUDY PROGRAM  
TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
BADUNG  
2023**

## UNDERGRADUATE THESIS APPROVAL SHEET

This Undergraduate Thesis has been approved by the Supervisors and the Head of Tourism Department of Politeknik Negeri Bali on 26<sup>th</sup> July 2023

### THE IMPLEMENTATION OF GREEN RECRUITMENT AND SELECTION TO SUPPORT ENVIRONMENTAL PERFORMANCE AT STHALA, A TRIBUTE PORTFOLIO HOTEL, UBUD BALI

Supervisor I,

Supervisor II,



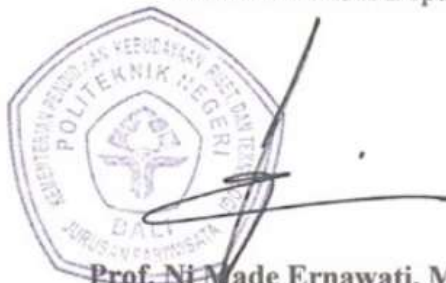
**Dra. Ni Nyoman Triyuni, MM**  
NIP. 196212311990102001



**Ir. I Gusti Agung Bagus Mataram, MIT**  
NIP. 196007021990031001

JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

Acknowledge by  
Head of Tourism Department,



**Prof. Ni Made Ernawati, MATM., Ph.D**  
NIP. 196312281990102001


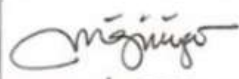

## UNDERGRADUATE THESIS VALIDITY SHEET

This undergraduate thesis entitled:

**THE IMPLEMENTATION OF GREEN RECRUITMENT AND  
SELECTION TO SUPPORT ENVIRONMENTAL PERFORMANCE  
AT STHALA, A TRIBUTE PORTFOLIO HOTEL, UBUD BALI**

by **I Made Pandhu Sedana (NIM. 1915834117)** has been successfully defended  
in front of the Board of Examiners and accepted as partial fulfillment of the  
requirements for the Applied Bachelor's Degree of Tourism Business  
Management in **Undergraduate Thesis Examination**

On Wednesday Date 26<sup>th</sup> July 2023

	Name of Examiners	Signature
Head	Dra. Ni Nyoman Triyuni, MM NIP. 196212311990102001	
Member	Putu Tika Virginiya, S.Pd., M.Pd. NIP. 199009222022032010	
Member	Ni Putu Lianda Ayu Puspita, SE., M.Tr.Par NIP. 0008089105	

Acknowledge by  
The Head of Torism Department,



**Prof. Ni Made Ernawati, MATM., Ph.D**  
NIP. 196312281990102001



POLITEKNIK NEGERI BALI

KEMENTERIAN PENDIDIKAN, KEBUDAYAAN, RISET, DAN  
TEKNOLOGI

**POLITEKNIK NEGERI BALI**

Jalan Kampus Bukit Jimbaran, Kuta Selatan, Kabupaten Badung, Bali – 80364  
Telp. (0361) 701981 (hunting) Fax. 701128  
Laman: [www.pnb.ac.id](http://www.pnb.ac.id) Email: [poltek@pnb.ac.id](mailto:poltek@pnb.ac.id)

---

**STATEMENT OF ORIGINALITY**

I am the undersign below,

Name : I Made Pandhu Sedana  
Student Identification Number : 1915834117  
Study Program : Tourism Business Management  
Tourism Department, Politeknik Negeri Bali

Hereby honestly state that this Undergraduate Thesis entitled:

**“THE IMPLEMENTATION OF GREEN RECRUITMENT AND  
SELECTION TO SUPPORT ENVIRONMENTAL PERFORMANCE  
AT STHALA, A TRIBUTE PORTFOLIO HOTEL, UBUD BALI”**

which content in 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, 26<sup>th</sup> July 2023

Who made the statement,

I Made Pandhu Sedana

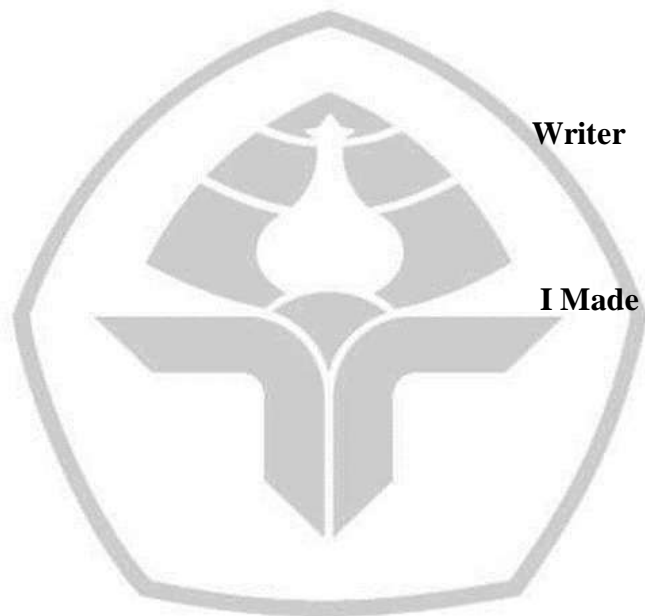
## ACKNOWLEDGEMENT

Foremost, I would like to thank God almighty, Ida Sang Hyang Widhi Wasa, who has been given His blessing to the writer to compose a thesis. Therefore, the writer can finish a thesis entitled “The Implementation of Green Recruitment and Selection to Support Environmental Performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali”. Writing this thesis is one of the terms to partially fulfill the requirements for obtaining an Applied Bachelor’s degree in D4 Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali. On this occasion, the writers would like to thank profusely those who always provide support, guidance, and assistance during the compilation and writing process:

1. I Nyoman Abdi, SE, M.eCom., as Director of Politeknik Negeri Bali, who has given the writer opportunity to gain knowledge at Politeknik Negeri Bali.
2. Prof. Ni Made Ernawati, MATM., Ph.D., as the Head of Tourism Department at Politeknik Negeri Bali, for the direction and guidelines during the period of the writer’s study.
3. Dr. Gede Ginaya, M.Si., as the Secretary of Tourism Department at Politeknik Negeri Bali, for the direction and guidelines during the writer’s study.
4. Dra. Ni Nyoman Triyuni, M.M., as the Head of Tourism Business Management, Tourism Department, Politeknik Negeri Bali as well as Supervisor I which has directed given a lot of advice, motivation, and support throughout the development of the thesis.
5. Ir. I Gusti Agung Bagus Mataram, MIT as Supervisor II which has directed given a lot of advice, motivation, and support throughout the development of the thesis.
6. All Lecturers of Tourism Department for the knowledge and education given to the writer and all the students.
7. Mr. Ketut Lasta Arimbawa as General Manager of Sthala, a Tribute Portfolio Hotel, Ubud Bali who has allowed doing this thesis in his company.

8. Mr. I Nyoman Arta and Mrs. Ni Wayan Sri Martini my beloved parents, I Wayan Galang Wedana and I Nyoman Priyamanaya my brothers, for their endless supports and loves to the writer.
9. All parties that can't be mentioned one by one, who always gives their support and help during the process of this thesis.

Therefore, the writer expects some critics and suggestions for improvement in future writing. The writer hopes that this thesis could be beneficial for the study as well as the development of the tourism industry.



**Writer**

**I Made Pandhu Sedana**

JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI



## ABSTRACT

Sedana, I Made Pandhu. (2023). *The Implementation of Green Recruitment and Selection to Support Environmental Performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali*. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor I: Dra. Ni Nyoman Triyuni, MM, and Supervisor II: Ir. I Gusti Agung Bagus Mataram, MIT

Keywords: human resources, green recruitment, green selection, environmental performance

This study focuses on the implementation of green recruitment and selection to support environmental performance. This research was conducted at Sthala, a Tribute Portfolio Hotel, Ubud Bali. There are 2 objectives of conducting this research, first is to find out the implementation of green recruitment and selection to support environmental performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali which was analyzed using the green recruitment and selection indicators developed by Astuti & Wahyuni. The second is to create a green recruitment and selection model to support environmental performance that will be implemented at Sthala, a Tribute Portfolio Hotel, Ubud Bali. The data analysis method used in this research is descriptive qualitative. Data collection methods are observation, interviews, literature study, and documentation. In determining informants, this study used a purposive sampling technique. The results of this study indicate that the implementation of green recruitment and selection at Sthala, a Tribute Portfolio Hotel, Ubud Bali is not perfect, but there is already a process of implementing green recruitment and selection which is always being reviewed and improved. As well as the implementation of green recruitment and selection has supported environmental performance as measured by three indicators (people, planet and profit). The results model of the implementation consists of three main parts, namely: stimulus, implementation process, and results. Besides that, the implementation of green recruitment and selection lead to the achievement of positive hotel environmental performance and the hotel have a good image from the community as an environmentally friendly company.

## **ABSTRAK**

Sedana, I Made Pandhu. (2023). *The Implementation of Green Recruitment and Selection to Support Environmental Performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali*. Skripsi : Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I: Dra. Ni Nyoman Triyuni, MM, dan Pembimbing II: Ir. I Gusti Agung Bagus Mataram, MIT

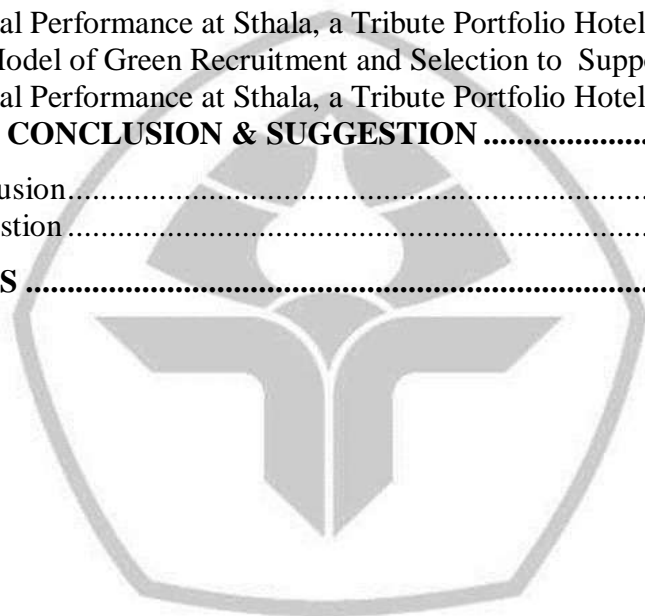
Kata Kunci: *human resources, green recruitment, green selection, environmental performance*

*Studi ini berfokus pada implementasi rekrutmen dan seleksi hijau untuk mendukung kinerja lingkungan. Penelitian ini dilakukan di Sthala, a Tribute Portfolio Hotel, Ubud Bali. Terdapat 2 tujuan dilakukannya penelitian ini yaitu yang pertama untuk mengetahui implementasi rekrutmen dan seleksi hijau untuk mendukung kinerja lingkungan di Sthala, a Tribute Portfolio Hotel, Ubud Bali yang dianalisis menggunakan indikator rekrutmen dan seleksi hijau yang dikembangkan oleh Astuti & Wahyuni. Tujuan yang kedua yaitu untuk membuat model rekrutmen dan seleksi hijau untuk mendukung kinerja lingkungan yang akan diterapkan di Sthala, a Tribute Portfolio Hotel, Ubud Bali. Metode analisis data yang digunakan dalam penelitian ini yaitu deskriptif kualitatif. Metode pengumpulan data yang digunakan untuk mendapatkn hasil penelitian yaitu observasi, wawancara, studi pustaka, dan dokumentasi. Dalam menentukan informant, penelitian ini menggunakan teknik purposive sampling. Hasil penelitian ini menunjukkan bahwa penerapan rekrutmen dan seleksi hijau di Sthala, a Tribute Portfolio Hotel, Ubud Bali belum sempurna, namun sudah ada proses penerapan green recruitment dan seleksi yang selalu ditinjau dan diperbaiki. Serta penerapan rekrutmen dan seleksi hijau telah mendukung kinerja lingkungan yang diukur dengan tiga indicator (people, planet, dan profit). Model hasil implementasinya terdiri dari tiga bagian utama, yaitu: stimulus, proses implementasi, dan hasil. Hasil pelaksanaan green recruitment dan seleksi mengarah pada pencapaian kinerja lingkungan hotel yang positif dan hotel mendapatkan citra yang baik dari masyarakat sebagai perusahaan yang ramah lingkungan.*

## TABLE OF CONTENT

<b>COVER</b> .....	<b>i</b>
<b>TITLE PAGE</b> .....	<b>ii</b>
<b>REQUIREMENT SHEET</b> .....	<b>iii</b>
<b>APPROVAL SHEET</b> .....	<b>iv</b>
<b>VALIDITY SHEET</b> .....	<b>v</b>
<b>STATEMENT LETTER</b> .....	<b>vi</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>vii</b>
<b>ABSTRACT</b> .....	<b>ix</b>
<b>ABSTRAK</b> .....	<b>x</b>
<b>TABLE OF CONTENT</b> .....	<b>xi</b>
<b>LIST OF TABLES</b> .....	<b>xiii</b>
<b>LIST OF FIGURES</b> .....	<b>xiv</b>
<b>LIST OF APPENDICES</b> .....	<b>xv</b>
<b>CHAPTER I INTRODUCTION</b> .....	<b>1</b>
1.1 Research Background .....	1
1.2 Research Questions.....	3
1.3 Research Objectives.....	3
1.4 Research Significance .....	4
1.5 Limitations and Scope of Research .....	4
<b>CHAPTER II LITERATURE REVIEW</b> .....	<b>6</b>
2.1 Theoretical Basis .....	6
2.1.1 Green Hotel .....	6
2.1.2 Human Resources .....	8
2.1.3 Green Human Resources Management.....	10
2.1.4 Green Recruitment.....	13
2.1.5 Green Selection .....	15
2.1.6 Environmental Performance.....	17
2.2 Empirical Review .....	20
<b>CHAPTER III RESEARCH METHOD</b> .....	<b>26</b>
3.1 Research Location and Period .....	26
3.2 Research Object .....	27
3.3 Variable Identifications.....	27
3.4 Definitions of Operational Variables.....	28
3.5 Types and Data Sources.....	30

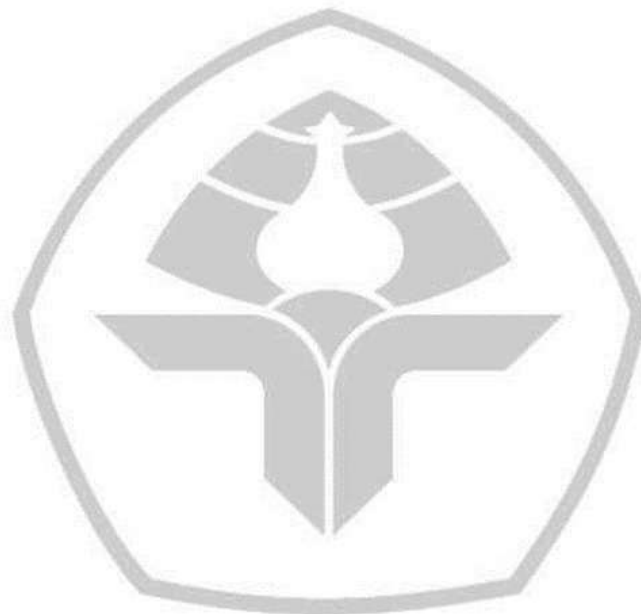
3.6	Method of Sample Determination .....	31
3.7	Data Collection Method .....	32
3.8	Data Analysis Method.....	34
<b>CHAPTER IV RESULT AND DISCUSSION .....</b>		<b>37</b>
4.1	Brief Summary of Research Settings .....	37
4.1.1	The History of Sthala, a Tribute Portfolio Hotel, Ubud Bali .....	37
4.1.2	Business Field.....	39
4.1.3	Hotel Facilities.....	39
4.1.4	Organization Chart.....	52
4.2	Research Findings.....	54
4.2.1	Implementation of Green Recruitment and Selection to Support Environmental Performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali ...	55
4.2.2	The Model of Green Recruitment and Selection to Support Environmental Performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali ..	76
<b>CHAPTER V CONCLUSION &amp; SUGGESTION .....</b>		<b>84</b>
5.1	Conclusion.....	84
5.2	Suggestion.....	85
<b>REFERENCES .....</b>		<b>86</b>



JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

## LIST OF TABLES

Table 4.1 Shuttle Schedule .....	50
----------------------------------	----



JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

## LIST OF FIGURES

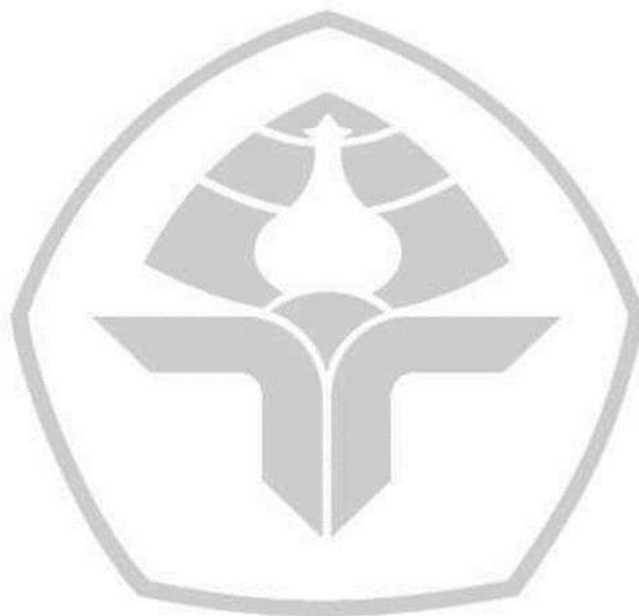
Figure 4.1 Logo of Sthala, a Tribute Portfolio Hotel, Ubud Bali .....	37
Figure 4.2 Deluxe Room with Balcony .....	40
Figure 4.3 Deluxe Family Studio.....	40
Figure 4.4 Deluxe Pool View Room with Balcony.....	41
Figure 4.5 Deluxe River View Room with Balcony .....	41
Figure 4.6 Jungle Suite Room .....	42
Figure 4.7 Sungai Restaurant.....	43
Figure 4.8 Naga Rooftop Bar and Lounge .....	43
Figure 4.9 Panorama Pool Bar.....	44
Figure 4.10 Capacity of Sthala Room, Kecak, and Barong .....	45
Figure 4.11 Capacity of Topeng Board Room, Wos River Deck, and Abing Terrace .....	45
Figure 4.12 Capacity of Sungai Restaurant, Beji Restaurant, and Naga Bar and Lounge.....	46
Figure 4.13 Wedding Venue.....	46
Figure 4.14 Tahara SPA .....	47
Figure 4.15 Panorama Infinity Pool .....	48
Figure 4.16 Matahari Pool.....	48
Figure 4.17 Fitness Center.....	49
Figure 4.18 Kid's Corner.....	49
Figure 4.19 Guest Activities .....	51
Figure 4.20 Human Resource Organizational Chart .....	52
Figure 4. 21 Example of Flyer .....	57
Figure 4. 22 Marriot Carreers Website.....	57
Figure 4. 23 The screen of HR system for applicant.....	58
Figure 4. 24 Stack of Hardcopy file .....	59
Figure 4. 25 Orientation Program .....	60
Figure 4. 26 Online Pamphlet .....	61
Figure 4. 27 Activities collaborate with local community .....	63
Figure 4. 28 Example of Applicant Form Employee .....	66
Figure 4. 29 Chart of implementation of green recruitment and selection to support environmental performance.....	69
Figure 4. 30 Waste Water Treatment .....	73
Figure 4. 31 Chef Garden .....	73
Figure 4. 32 Green Room Program.....	73
Figure 4. 33 Model of implementation of green recruitment and selection.....	76
Figure 4. 34 New Model of implementation of green recruitment and selection .....	78

## **LIST OF APPENDICES**

**APPENDIX 1 RESPONDENT LINE**

**APPENDIX 2 LIST OF QUESTION/STATEMENTS**

**APPENDIX 3 INTERVIEW RESULT**



**JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI**

# CHAPTER I

## INTRODUCTION

### 1.1 Research Background

The development of the hospitality industry is increasing rapidly in line with the increasing demand in the tourism industry. On the other hand, the hotel industry is one sector that damages the environment as a result of its operational activities. Increased capacity to meet expectations on environmental issues and implement sustainable business practices arises because of many environmental problems faced by the hospitality industry. Human resources as the main subject play an important role in overcoming these problems.

Management of human resources can help hoteliers overcome various environmental problems. Therefore, appropriate Human Resources management system is needed to minimize the negative impact on the environment as a result of hotel operation activities. Green Human Resource Management is a human resource management system aims at reducing negative environmental impacts on corporate performance or sustainably increasing positive environmental impacts (Arulrajah et al., 2015). Green Human Resources Management (GHRM) is part of Human Resource Management (HRM) development. This is the policy and practice required by those who perform aspects of staffing or recruitment, screening, training, compensation, and assessment. One of the most important parts of GHRM is green recruitment and selection.



Green recruitment and selection is a management activity that develops an eco-friendly recruitment and selection system, such as a paperless program and finding employee candidates committed to protecting and preserving the environment (Purnama & Nawangsari, 2019). According to observations during the internship and short interview that was conducted with the Human Resources Executive in Sthala, a Tribute Portfolio Hotel, Ubud Bali, the implementation of green recruitment and selection process has not been carried out optimally. This hotel has not yet implemented a paperless program. This hotel still accepts job application documents in hardcopy form and uses paper in completing interview forms. Those things will damage the environment. Therefore, there is an urgent need for real improvement and innovation efforts from hotel management for the sake of environmental sustainability.

Recruitment and selection will play an important role in hotel operation activities. Green initiatives should be well integrated at this stage. This will help hotel management to find or hire candidates who understand and can implement eco-friendly initiatives (Zurnali & Sujanto, 2020).

Environmental performance is an organization's commitment to preserving the environment through the design of business operations that are in line with the restrictions that have been made for environmental preservation (Roscoe et al., 2019). Academic research suggests that the environmental performance of the firm depends upon the sensitivity of their human resources to environmental issues (Singh et al., 2019). Environmental performance must be able to improve business performance because stakeholders believe that consumers and capital

markets value green organizations. Therefore, stakeholders consider organizations that care about the environment to be expensive (Chaklader & Gulati, 2015).

Thus, this qualitative research becomes an urgent and important study to find out how green recruitment and selection can support environmental performance. Until now, no one has conducted research on green recruitment and selection at Sthala, a Tribute Portfolio Hotel, Ubud Bali. Therefore, the researcher is interested in exploring this research under the title “The Implementation of Green Recruitment and Selection to Support Environmental Performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali”

## **1.2 Research Questions**

Based on the description of the background above, the main problem in this research is as follows:

1. How is the implementation of green recruitment and selection to support environmental performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali?
2. How is the model of green recruitment and selection to support environmental performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali?

## **1.3 Research Objectives**

Based on the research problems, the purposes of this research are:

1. To analyze the implementation of green recruitment and selection to support environmental performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali.
2. To create the model of green recruitment and selection to support environmental performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali.

## **1.4 Research Significance**

### **1. Theoretical Benefit**

Theoretically, this research is expected to provide benefits to increasing insight and knowledge about the model and the importance of implementing green recruitment and selection to support environmental performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali.

### **2. Practical Benefit**

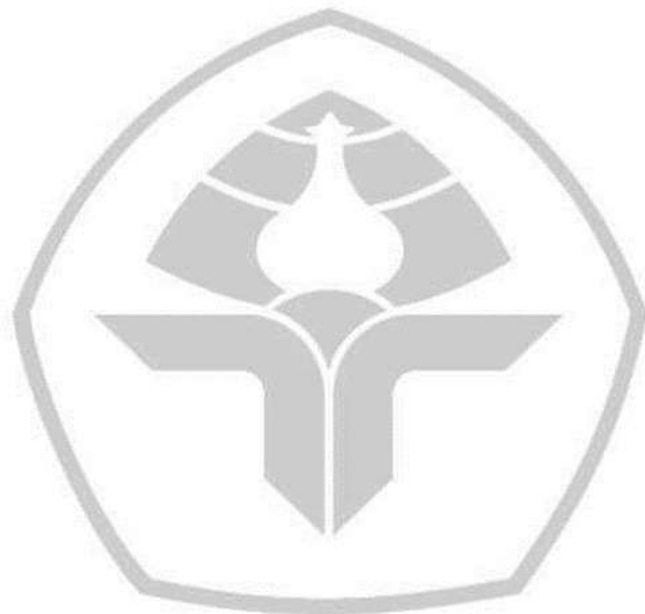
Practically, the results of this research are expected to be useful for the hotel. This research is expected to provide suggestions and input or corrective actions to management to improve supervision and ensure the implementation of green recruitment and selection to support environmental performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali.

## **1.5 Limitations and Scope of Research**

The review of the research topic about the implementation of green recruitment and selection to support environmental performance is very broad. It is necessary to limit the problem to focus research so that it has a specific scope. There are the limitations of the problem in this research, namely:

1. The variables in this research include: green recruitment, green selection, and environmental performance
2. The indicators in this research include:
  - a. Green recruitment: green recruitment strategy, green company policy, and environmental elements in job advertisements.

- b. Green selection: green candidate, green interview, and green certification.
  - c. Environmental performance: people, planet, and profit.
3. This research took samples from the Human Resources Department at Sthala, a Tribute Portfolio Hotel, Ubud Bali.



JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

## CHAPTER V

### CONCLUSION & SUGGESTION

#### 5.1 Conclusion

Based on the result and discussion of Chapter IV can be concluded The Implementation of Green Recruitment and Selection to Support Environmental Performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali as follows:

1. The Implementation of Green Recruitment and Selection to Support Environmental Performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali

Sthala, a Tribute Portfolio Hotel, Ubud Bali has started implementing green recruitment and selection at this time. Although it is not perfect, there is already a process in implementing green recruitment and selection which is always reviewed and improved. The implementation of green recruitment and selection has supported environmental performance as measured by three indicators: people, planet, and profit. It remains to be perfected through optimizing the recruitment of 'green' employees, written policy on environmental preservation, and including environmental elements into the recruitment requirements listed in the publication media.

2. The Model of Green Recruitment and Selection to Support Environmental Performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali

The model consists of three main parts, namely: stimulus, implementation process, and results. First is stimulus. There are 2 stimuluses, namely: external and internal factors. Stimulus from external factors in the form from Bali Provincial Regulation, while the stimulus from internal factor is in the form of

brand commitment from Marriott International. Both of these stimuli trigger the formation of an environmentally friendly hotel operational process

Then the HR department conducts green recruitment and selection to get people who have a green attitude to be able to create and run environmentally friendly hotel operations. Finally, the implementation results of green recruitment and selection leading to the achievement of a positive hotel environmental performance and the hotel getting a good image from the public as an environmentally friendly company.

## **5.2 Suggestion**

Based on the result and discussion, suggestion are gives to improve the implementation of green recruitment and selection to support environmental performance at Sthala, a Tribute Portfolio Hotel, Ubud Bali, as follows:

1. Training related to environment-friendly programs should be held in hotel for all associates.
2. There needs to be standard operating procedures and strict sanctions related to environmental preservation so that the implementation is more optimal.
3. For further research, it is recommended to expand and develop research locations, for example by conducting research on all hotels and resorts in the Ubud area so that comparisons can be obtained and can be generalized in a wider scope.

## REFERENCES

- Agung, A., Raka, G., Luh, N., Armoni, E., & Budarma, I. K. (2021). *Implementation of Green Human Resource Management at The Royal Pita Maha Resort*. 1–9.
- Ahyar, H., Maret, U. S., Andriani, H., Sukmana, D. J., Mada, U. G., Hardani, S.Pd., M. S., Nur Hikmatul Auliya, G. C. B., Helmina Andriani, M. S., Fardani, R. A., Ustiawaty, J., Utami, E. F., Sukmana, D. J., & Istiqomah, R. (2020). *Buku Metode Penelitian Kualitatif & Kuantitatif* (Issue March).
- Anwar, H. (2020). *Manajemen Sumber Daya Manusia: MSDM*. Poliban Press.
- Aranganathan, P. (2018). *Green Recruitment : A New-Fangled Approach to Attract And Retain Talent*. April.
- Ardiansyah, I., & Iskandar, H. (2020). Implementation of Green Hotel Management 5-star hotel in Jakarta, case study: The Dharmawangsa Hotel Jakarta. *IOP Conference Series: Earth and Environmental Science*, 704(1). <https://doi.org/10.1088/1755-1315/704/1/012034>
- Arif, M. (2018). Analisis Rekrutmen Dan Penempatan Kerja Terhadap Kinerja Karyawan Pada Hotel Oase. *Al-Hikmah: Jurnal Agama Dan Ilmu Pengetahuan*, 15(1), 42–63. [https://doi.org/10.25299/jaip.2018.vol15\(1\).1584](https://doi.org/10.25299/jaip.2018.vol15(1).1584)
- Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green Human Resource Management Practices : A Review Literature Review on Green HRM Practices. *Sri Lankan Journal of Human Resource Management*, 5(1), 1–16.
- Astuti, M., & Wahyuni, H. C. (2018). Strategi Implementasi Green Human Resource Management Pada Usaha Mikro, Kecil Dan Menengah (Umkh). *Matrik : Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 121. <https://doi.org/10.24843/matrik:jmbk.2018.v12.i02.p04>
- Ayu, P., Yadnya, I., Triyuni, N. N., Agung, I. G., Krisna, M., & Sari, K. (2019). *Analysis of The Implementation Green Human Resources Management in Supporting Environmental Performance at Six Senses Uluwatu , Bali*. 1–10.
- Bombiak, E., & Marciniuk-Kluska, A. (2019). Socially responsible human resource management as a concept of fostering sustainable organization-building: Experiences of young Polish companies. *Sustainability (Switzerland)*, 11(4). <https://doi.org/10.3390/su11041044>
- Cahyo, D. A., & Solikhin, A. (2015). Analisis Peranan Purchasing Terhadap Proses Pengadaan Barang di Hotel Lorin Solo. *Jurnal Pariwisata Indonesia*, 10(2), 1–23.
- Chaklader, B., & Gulati, P. A. (2015). A Study of Corporate Environmental

- Disclosure Practices of Companies Doing Business in India. *Global Business Review*, 16(2), 321–335. <https://doi.org/10.1177/0972150914564430>
- Deshwal, P. (2015). Green HRM : An organizational strategy of greening people. *International Journal of Applied Research 2015*; 1(13): 176-181, 1(13), 176–181.  
<http://www.allresearchjournal.com/archives/2015/vol1issue13/PartC/1-12-161.pdf>
- Din, S. T. N., & Sumarauw, J. S. B. (2018). Pengaruh Rekrutmen, Seleksi, dan Penempatan Kerja terhadap Produktivitas Kerja di PT. HM. Samporna Tbk. *Jurnal EMBA*, 6(4), 4053–4062.
- DiPietro, R. B., Cao, Y., & Partlow, C. (2013). Green practices in upscale foodservice operations: Customer perceptions and purchase intentions. *International Journal of Contemporary Hospitality Management*, 25(5), 779–796. <https://doi.org/10.1108/IJCHM-May-2012-0082>
- Dixon-Fowler, H. R., Slater, D. J., Johnson, J. L., Ellstrand, A. E., & Romi, A. M. (2013). Beyond “Does it Pay to be Green?” A Meta-Analysis of Moderators of the CEP-CFP Relationship. *Journal of Business Ethics*, 112(2), 353–366. <https://doi.org/10.1007/s10551-012-1268-8>
- González-Rodríguez, M. R., Jiménez-Caballero, J. L., Martín-Samper, R. C., Köseoglu, M. A., & Okumus, F. (2018). Revisiting the link between business strategy and performance: Evidence from hotels. *International Journal of Hospitality Management*, 72(November 2017), 21–31. <https://doi.org/10.1016/j.ijhm.2017.11.008>
- Gubernur, B. (2020). *Peraturan Daerah Provinsi Bali Nomor 5 Tahun 2020 Tentang Standar Penyelenggaraan Kepariwisata Budaya Bali Dengan Rahmat Tuhan Yang Maha Esa*. 14. <https://all3dp.com/2/fused-deposition-modeling-fdm-3d-printing-simply-explained/>
- Harras, H., Sugiarti, E., & Wahyudi, W. (2020). *Kajian Manajemen Sumber Daya Manusia Untuk Mahasiswa*.
- Heryana, A. (2019). *Buku Ajar Metodologi Penelitian pada Kesehatan Masyarakat*.
- Hidayatun, N., Rosmiati, M., & Saputro, E. (2017). Aplikasi E-Reservation Untuk Pemesanan Kamar Pada Hotel Hinâs. *Sistem Informasi*, 14(1), 57–62. <http://ejournal.nusamandiri.ac.id/index.php/techno/article/view/185/162>
- Iqbal, Q. (2020). The Era of Environmental Sustainability: Ensuring That Sustainability Stands on Human Resource Management. *Global Business Review*, 21(2), 377–391. <https://doi.org/10.1177/0972150918778967>
- Isrososiawan, S., Rahayu, A., & Wibowo, L. A. (2021). Green Human Resources Management Mendukung Kinerja Lingkungan Industri Perhotelan. *Jurnal Co Management*, 3(2), 457–470. <https://doi.org/10.32670/comanagement.v3i2.425>

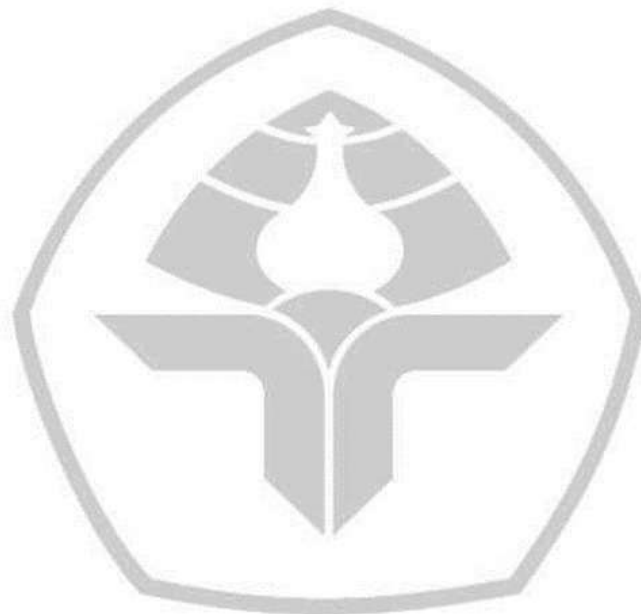


- Latuconsina, T. (2016). Analisis Pelaksanaan Rekrutmen & Seleksi Karyawan di Grand Royal Panghegar Hotel & Convention. *Article*, 712–727. [http://repository.ekuitas.ac.id/bitstream/handle/123456789/195/JR00026 - TiandraLatuconsina.pdf?sequence=1](http://repository.ekuitas.ac.id/bitstream/handle/123456789/195/JR00026-TiandraLatuconsina.pdf?sequence=1)
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook*. Sage Publications.
- Novita, Y. (2017). Housekeeping (Public Area). In *CV. Mifan Karya Sekawan: Dumai*.
- Opatha, H. H. D. N. P., & Arulrajah, A. A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business Research*, 7(8), 101–112. <https://doi.org/https://doi.org/https://doi.org/10.5539/ibr.v7n8p101>
- Padmayoni, N. P. G., Rahmawati, P. I., & Andiani, N. D. (2019). Analisis Proses Perekrutan Karyawan Pada Hotel Discovery Kartika Plaza. 2(2), 10–23.
- Pariwisata, M., Ekonomi, D. A. N., & Republik, K. (2011). *Pariwisata dan Ekonomi Kreatif, RI. 2011*.
- Pham, D. D. T., & Paillé, P. (2020). Green Recruitment and Selection: An Insight Into Green Patterns. *International Journal of Manpower*, 41(3), 258–272. <https://doi.org/https://doi.org/https://doi.org/10.1108/IJM-05-2018-0155>
- Purnama, N. D. &, & Nawangsari, L. C. (2019). Pengaruh Green Human Resource Management Terhadap Sustainability Business: Pendekatan Konsep. *Pengaruh Green Human Resource Management Terhadap Sustainability Business*, 32–39.
- Ren, S., & Jackson, S. E. (2020). HRM institutional entrepreneurship for sustainable business organizations. *Human Resource Management Review*, 30(3), 100691. <https://doi.org/10.1016/j.hrmr.2019.100691>
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda\*. *International Journal of Management Reviews*, 15(1), 1–14. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
- Richardson, J. (2013). Introduction: Triple Bottom Line-Does it All Add Up? In *The Triple Bottom Line: Does it All Add Up*. <https://doi.org/10.4324/9781849773348>
- Rivai, V. (2004). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. PT. Raja Grafindo Persada.
- Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737–749. <https://doi.org/10.1002/bse.2277>

- Saefrudin. (2017). Pengorganisasian Dalam Manajemen. *Jurnal Al-Hikmah Vol. 5 No. 2 Oktober 2017*, 56–67. <https://www.jurnal.staiba.ac.id/index.php/Al-Hikmah/article/view/45/43>
- Siburian, N. A., & Sugiarto, A. (2022). Implementasi Praktik Green Human Resources Management (Studi Kasus pada Perusahaan Pertambangan). *JURISMA: Jurnal Riset Bisnis Dan Manajemen*, 12(2), 336–358.
- Singh, S. K., Chen, J., Del Giudice, M., & El-Kassar, A. N. (2019). Environmental ethics, environmental performance, and competitive advantage: Role of environmental training. *Technological Forecasting and Social Change*, 146(May 2018), 203–211. <https://doi.org/10.1016/j.techfore.2019.05.032>
- Sugiarto, A., & Suharti, L. (2017). Model implementasi green human resource management dalam praktik manajemen sumber daya manusia. In *1st National Conference on Business and Entrepreneurship* (pp. 40–53).
- Sugiyono. (2015). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D*. Alfabeta.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. CV Alfabeta.
- Sugiyono. (2017). *Metode penelitian kuantitatif, kualitatif, dan R&D*. CV Alfabeta.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV Alfabeta.
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56, 31–55.
- Wiastuti, R. D. (2015). *DO YOU KNOW 'GREEN HOTEL'? (Definition, Criteria and Award – Certification from Green Hotel)*. <https://hotel-management.binus.ac.id/2015/12/08/did-you-know-green-hotel/>
- Wu, C. H. (2021). Exploring Green Hotel Competitive Strategies by Using the Hybrid Method for Complex Data Analysis. *Mathematical Problems in Engineering*, 2021. <https://doi.org/10.1155/2021/9982387>
- Yasamis, F., Sharp, B., & Fraga, C. (2011). Economic instruments of environmental management. *Proceedings of the International Academy of Ecology and Environmental Sciences*, 97–111.
- Yildiz Çankaya, S., & Sezen, B. (2019). Effects of green supply chain management practices on sustainability performance. *Journal of Manufacturing Technology Management*, 30(1), 98–121. <https://doi.org/10.1108/JMTM-03-2018-0099>
- Yuniati, N. (2021). Green Hotel Concept and Practices in Indonesia. *E-Journal of Tourism*, 8(2), 184. <https://doi.org/10.24922/eot.v8i2.76346>

Yusuf, M. (2016). *Peningkatan SDM yang Handal*. Banjarmasin: ULM.

Zurnali, C., & Sujanto, A. (2020). Pentingnya Green Human Resource Management pada Perusahaan di Indonesia. *Jurnal Infokam*, 16(2), 116–127.



JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI