

**UNDERGRADUATE THESIS**

**IMPLEMENTATION OF GREEN TRAINING AND  
DEVELOPMENT TO ENHANCE ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR FOR THE ENVIRONMENT AT  
RENAISSANCE BALI ULUWATU RESORT & SPA**



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**TOURISM BUSINESS MANAGEMENT STUDY PROGRAM  
TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
BADUNG  
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**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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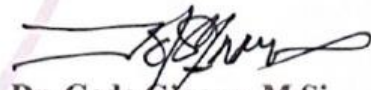
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ENHANCE ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR THE  
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Which content is my own work, thereby free from plagiarism. Being stated, I am ready to  
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Therefore, with all humility, the writer expects some critics and suggestions for improvement in future writing. The writer hopes that this proposal could be beneficial for the study as well as the development of the tourism industry.

**Writer**



**Made Adika Winawan**



**IMPLEMENTASI *GREEN TRAINING & DEVELOPMENT* UNTUK  
MENINGKATKAN *ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR  
THE ENVIRONMENT* DI RENAISSANCE BALI ULUWATU RESORT &  
SPA**

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**ABSTRAK**

Penelitian ini membahas tentang pendekatan ramah lingkungan yang dapat diterapkan oleh hotel, difokuskan pada implementasi green training & development di Renaissance Bali Uluwatu Resort & Spa dan pengaruhnya terhadap peningkatan organizational citizenship behavior (OCBE). Penelitian ini bertujuan untuk mengetahui apakah implementasi green training & development dapat meningkatkan OCBE Renaissance Bali Uluwatu Resort & Spa. Data penelitian diperoleh melalui survei kuesioner dan proses wawancara, serta observasi. Teknik analisis data yang digunakan adalah statistik deskriptif dan teknik analisis regresi linier sederhana untuk menjawab rumusan masalah dalam penelitian ini. Semua pengujian dilakukan dengan pengukuran menggunakan aplikasi IBM SPSS Statistics 26 for windows. Berdasarkan hasil analisis menunjukkan bahwa implementasi green training & development oleh Renaissance Bali Uluwatu Resort & Spa secara keseluruhan sudah berada dalam kriteria sangat tinggi, terdapat pengaruh positif dan signifikan pada variabel green training & development terhadap variabel OCBE yang dibuktikan dengan nilai t-hitung sebesar 9,144 yang lebih besar dari t-tabel 1,668 yang berarti terdapat pengaruh yang signifikan dari variabel green training & development terhadap OCBE dan nilai koefisien regresi yang bernilai positif yang mengindikasikan bahwa implementasi green training & development memberikan pengaruh yang positif terhadap OCBE. Hasil analisis koefisien determinasi menunjukkan angka 55,6% yang berarti bahwa implementasi green training & development untuk meningkatkan OCBE sebesar 55,6%, sedangkan 44,4% dipengaruhi oleh variabel lain diluar penelitian.

Kata kunci: *Green Training & Development, Organizational Citizenship Behavior for The Environment, OCBE, Green Human Resources Management, GHRM.*

**IMPLEMENTATION OF GREEN TRAINING AND DEVELOPMENT TO  
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ENVIRONMENT AT RENAISSANCE BALI ULUWATU RESORT & SPA**

**MADE ADIKA WINAWAN  
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**ABSTRACT**

This study discusses an environmentally friendly approach that can be applied by hotels, focused on the implementation of green training & development at Renaissance Bali Uluwatu Resort & Spa and their effect to enhance organizational citizenship behavior (OCBE). This research aims to determine whether the implementation of green training & development can enhance OCBE Renaissance Bali Uluwatu Resort & Spa. The research data was obtained through a questionnaire survey and interview process, as well as observation. The data analysis techniques used are descriptive statistical and simple linear regression analysis techniques to answer the problem formulation in this study. All the tests was carried out with measurements using IBM SPSS Statistics 26 for windows application. Based on the results of the analysis showed that the implementation of green training & development by Renaissance Bali Uluwatu Resort & Spa as a whole is already within very high criteria, there is a positive and significant effect on the variable green training & development on the variable of OCBE as evidenced by the t-count 9.144 which is greater than the t-table 1.668 which means that there is an significant effect from variable green training & development on the OCBE and the positive value of the regression coefficient which indicates that the implementation of green training & development has a positive influence on the OCBE. The results of the analysis on the coefficient of determination show 55.6%, which means that the implementation of green training & development to enhance OCBE is 55.6%, while 44.4% is influenced by other variables outside of the research.

Kata kunci: *Green Training & Development, Organizational Citizenship Behavior for The Environment, OCBE, Green Human Resources Management, GHRM.*

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# CHAPTER I

## INTRODUCTION

### 1.1 Research Background

Tourism is any travel activity undertaken by groups of people or individuals lasting a few days or just one for recreational or business purposes. Tourism is never dead, it is evolving. Many developing countries rely on the tourism sector to generate tax revenue from businesses that sell services to tourists (Darmawan, 2022). Tourism as an activity that involves traveling in places where people are away from home for a considerable length of time. Tourism tends to create many employment opportunities. The tourism sector also can contribute to foreign exchange with the influx of foreign tourists, profits from tourism can be reinvested in the country in better infrastructure, education, funding conservation efforts and creating a more responsible way of traveling. Without tourism, many countries cannot have equal access to education and infrastructure.

Nowadays, the company expects to focus not only on increasing profits, but also on its ability to manage environmental sustainability. The sustainability of green tourism is receiving increasing attention from various stakeholders due to its environmental benefits (Ibnou-Laaroussi et al., 2020). The concept of green tourism is very attractive to tourism stakeholders as it improves sustainable environmental performance by adopting effective and environmentally friendly management techniques. Green tourism leads to a fully harmonious development between the



natural environment and the socio-cultural environment, represented by all tourism business stakeholders.

One of the major issues that is garnering the world's attention is protecting the environment and using all our skills to bring society together to tackle this issue. This situation will ultimately lead to the adoption of new policies and practices that protect the environment in general. Greening employees and organizations is the process of encouraging both employees and organizations to be environmentally friendly by adopting new processes, practices and activities that help protect the environment.

Human resource management (HRM) is a key aspect of management that deals with most of an organization's valuable assets. The entire HRM environment is now seen in a sustainable way. In the hotel, HRM plays an important role in increasing the economic growth, technology development and company environment. HRM should integrate green concepts from the beginning to create a sustainable mindset for its employees (Palguna, 2021). People within the company must be the driving force behind the implementation of green concepts in order to achieve quality products, services and environmental goals.

Green Human Resource Management (GHRM) is an integral part of sustainability (Ahmad, 2015). The implementation of GHRM in the tourism industry is still rare, although the tourism industry has a significant impact not only on the revenue sector, but also on human resources and the environment. In the practice of GHRM includes: green recruitment, green elections, green training and development, green compensation and awards, green performance evaluation,

employee-level performance audits, green employee relations, and green complaint handling (Siyambalapitiya, J., Zhang, X., & Liu, 2018). These are the basic requirements for implementing GHRM, especially in the tourism industry.

In order to create an environment-friendly organization, all members of the organization play an important role down to the individual level. Employees who go beyond their formal responsibilities and act positively for the environment are called Organizational Citizenship Behavior for the Environment (OCBE). One OCBE example is employee empowerment by helping an organization conserve resources (such as saving paper and electricity) and/or indirectly helping an organization create a more sustainable environment (Lestari & Nawangsari Lenny C, 2019).

The Renaissance Bali Uluwatu Resort & Spa is a 218-room, 5-star hotel in Bali's famous tourist destination of Uluwatu, and eco-friendly hotels are not uncommon. The Green Hotel discourse is always outstanding in different parts of this hotel. In fact, Marriot as the owner of the hotel has implemented its policy concerning the green hotel. Renaissance Bali Uluwatu Resort & Spa has already implemented the concept of green hotel itself, but not as intensive as possible, because of less conducive condition created by the Covid-19 pandemic. That's why, the ideas and concepts and the green hotel policy are in general not all implemented optimally in the work units below.

As the author's observation from July to December 2022 while doing the internship program, Renaissance Bali Uluwatu Resort & Spa already conduct green training and development towards the employees, but the Organizational

Citizenship Behavior for the Environment has not occurred intensely against employees. Until today, no one is doing research about Organizational Citizenship Behavior for the Environment at Renaissance Bali Uluwatu Resort & Spa. That's why it is interesting to know through a research how the Green Training and Development can enhance OCBE at Renaissance Bali Uluwatu Resort & Spa. Through this research, the writer wants to explore this further through the title "Implementation of Green Training And Development to Enhance Organizational Citizenship Behavior for the Environment at Renaissance Bali Uluwatu Resort & Spa".

## **1.2 Research Questions**

Based on the background that has been described, it can be stated the research questions as follows:

1. How is the implementation of Green Training and Development at Renaissance Bali Uluwatu Resort & Spa?
2. How significant does Green Training and Development enhance OCBE at Renaissance Bali Uluwatu Resort & Spa?

## **1.3 Research Objectives**

Based on the problem identification above, the purpose of this thesis are as follows:

1. To find out the implementation of Green Training and Development at Renaissance Bali Uluwatu Resort & Spa.
2. To analyze the significant of Green Training and Development in

enhancing OCBE at Renaissance Bali Uluwatu Resort & Spa.

#### **1.4 Research Significance**

This research will hopefully bring some benefits both theoretically and practically. The benefits to be obtained in this study are:

##### **1. Theoretical Benefits**

Theoretically, this research is expected to provide additional information regarding Green Training and Development, especially enhancing OCBE through Green Training and Development.

##### **2. Practical Benefits**

As for the practical benefits of this research are as follows:

###### **a. To Hotel**

Practically, the result of this research is expected to be useful inputs and guidelines to the company in terms of an appropriate enhancing OCBE through green training and development at Renaissance Bali Uluwatu Resort & Spa.

###### **b. To State Polytechnic of Bali**

This research is expected to be used as additional material especially in teaching Human Resources Management.

###### **c. To writers**

This research is expected to be used by the authors in analyzing the implementation of Green Training and Development in the future if they are involved in the same industry, namely the hotel industry.

## **1.5 Systematical of Writing**

The systematic writing in this research will be compiled in 5 chapters and each chapter will be described as follows:

### **Chapter I: Introduction**

This chapter contains of research background, problem identification, purposes of the research benefits of the research.

### **Chapter II: Literature Review**

This chapter describes the theories that are relevant to the research, previous studies that are bound to this research and temporary answers to this study are listed in the hypothesis.

### **Chapter III: Research Methodology**

In this chapter describes the research location where the researcher examines the object of this research, then the object of research, identification of the research variables, operational definitions of the research variables, types and sources of data used in this study, the methods used to collect data and data analysis techniques used in this study.

### **Chapter IV: Discussion**

This chapter describes the general description about Renaissance Bali Uluwatu Resort & Spa and definitely describe about enhancing OCBE through Green Training and Development with the supporting data.

### **Chapter V: Closing**

This chapter describes the conclusions from the results of discussions that have been conducted by the author and suggestions to the company so that this research can

be used as an auxiliary tool for future decision making for managers.

### **References**

This reference includes several citations from journals, books, and reviews used by writers in supporting this research.

### **Appendices**

This appendix contains of data attachments that support the research process.

## CHAPTER V

### CONCLUSION AND SUGGESTION

#### 5.1 Conclusion

Based on the results of the analysis and discussion described in the previous chapter that is related to implementation of green training & development in enhancing organizational citizenship behaviour for the environment at Renaissance Bali Uluwatu Resort & Spa. The following conclusions are obtained as follows:

1. Based on the results of distributing questionnaires to staff and proceed with Descriptive Statistical Analysis, the implementation of green training & development at Renaissance Bali Uluwatu Resort & Spa is very good or very well implemented. This statement is supported by the results of "Strongly Implemented" from both measuring indicators which namely Developing Green Abilities and Green Knowledge, get the average of 4,37 means that the implementation of green training & development have been well-practiced by the hotel management. Validated by the results of an interview with the Assistant Learning & Development Manager at Renaissance Bali Uluwatu Resort & Spa, where it was explained that the hotel management had conducted green training named CTC Training that contains directive materials regarding environmental awareness followed by evaluations and tests that must be passed to ensure that each employee has the same understanding in accordance with applicable regulations, also direct practice in the field such as beach cleaning and cleaning campaigns in the area around

the hotel.

2. Based on the results of the t test that has been carried out, it is concluded that green training & development has a significant effect in enhancing organizational citizenship behavior for the environment at Renaissance Bali Uluwatu Resort & Spa. Proven by the provision of CTC Training and direct practice to the field intended for employees with the aim of increasing environmental awareness, reinforced by the results of the t test (partial) showing the significance value of the effect of green training & organizational citizenship behavior for the environment is  $0.000 < 0.05$  and the  $t_{\text{count}}$  value is  $9,144 > t_{\text{table}} 1.66864$ . Supported by the green training & development regression coefficient value of 0.556 which means the variance of influence from Green Training & Development (X) and Organizational Citizenship Behavior for The Environment (Y) is 55.6% while 44.4% is influenced by other variables outside of author's research.

## 5.2 Suggestions

Based on the results of the discussion and conclusions on previous chapter, there are some suggestions in this research, such as:

1. For the company

The hotel management need to maintain the good score of green training & development in enhancing OCBE at Renaissance Bali Uluwatu Resort & Spa, or improving the practices of green training & development by giving a better monitoring and evaluation in order to achieve the goal of implementations.

2. For the future research



Because this research just focusing on one factors of GHRM which is green training & development, it is better to analyze the other factors of GHRM or maybe the factor outside the GHRM that can increasing the organizational citizenship behavior for the environment

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