

UNDERGRADUATE THESIS

**GREEN RECRUITMENT AND SELECTION,
GREEN TRAINING IMPLEMENTATION
TO IMPROVE EMPLOYEE GREEN PERFORMANCE
AT STHALA, A TRIBUTE PORTFOLIO HOTEL, UBUD BALI**



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



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Writer,

I Kadek Andre Purnama

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ABSTRACT

Purnama, I Kadek Andre (2025). Green Recruitment and Selection, Green Training Implementation to Improve Employee Green Performance at Sthala, A Tribute Portfolio Hotel, Ubud Bali. Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

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Keywords: human resources, green recruitment and green selection, green training employee green performance.

This study aims to explore the implementation of green recruitment and selection and green training to improve employee green performance at Sthala, A Tribute Portfolio Hotel, Ubud Bali. The research uses a qualitative descriptive approach. Data were collected through observations, interviews, and documentation involving the HR department and operational staff. The informants were selected using purposive sampling. The results show that green recruitment and selection have been partially implemented, particularly through the use of online platforms such as LinkedIn and Marriott Careers, which support paperless and environmentally friendly implementation processes. However, the communication of environmental values during the recruitment stage remains limited, as these values are not explicitly stated in job postings or conveyed during interviews. In contrast, green training is carried out more consistently through informal methods such as onboarding sessions, daily briefings, internal posters, and participation in environmental programs like cleaning blitz program. These initiatives have been effective in increasing employee awareness and shaping positive environmental behavior in the workplace. The study concludes that green training has had a more direct and significant impact on employee green performance, particularly in areas such as waste management, energy efficiency, and sustainable resource use. Meanwhile, green recruitment and selection require further improvement to strengthen their role in supporting green values from the early stages of employment. A stronger and more integrated approach to both practices is essential to help the hotel achieve its sustainability goals more effectively.

ABSTRAK

Purnama, I Kadek Andre (2025). *Green Recruitment and Selection, Green Training Implementation to Improve Employee Green Performance at Sthala, A Tribute Portfolio Hotel, Ubud Bali*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Penelitian ini telah disetujui dan diperiksa oleh Pembimbing I: Dra. Ni Nyoman Triyuni, MM, dan Pembimbing II: Dr. Made Satria Pramanda Putra, S.H., S.E., M.M.

Kata Kunci: human resources, green recruitment and green selection, green training employee green performance.

Penelitian ini bertujuan untuk mengetahui implementasi green recruitment and selection serta green training dalam meningkatkan employee green performance di Sthala, A Tribute Portfolio Hotel, Ubud Bali. Penelitian ini menggunakan pendekatan deskriptif kualitatif. Pengumpulan data dilakukan melalui observasi, wawancara, dan dokumentasi yang melibatkan pihak Human Resources Department dan karyawan operasional. Informan dipilih menggunakan teknik purposive sampling. Hasil penelitian menunjukkan bahwa green recruitment and selection telah diterapkan sebagian, terutama melalui penggunaan platform online seperti LinkedIn dan Marriott Careers yang mendukung proses perekrutan tanpa kertas dan ramah lingkungan. Namun, penyampaian nilai-nilai lingkungan pada tahap perekrutan masih terbatas karena belum dimuat secara eksplisit dalam iklan lowongan atau saat wawancara. Sebaliknya, green training telah dilaksanakan secara lebih konsisten melalui metode informal seperti sesi orientasi, briefing harian, poster internal, serta keterlibatan dalam program lingkungan seperti Program Cleaning Blitz. Inisiatif ini terbukti efektif dalam meningkatkan kesadaran dan membentuk perilaku ramah lingkungan di tempat kerja. Penelitian ini menyimpulkan bahwa green training memberikan pengaruh yang lebih langsung dan signifikan terhadap peningkatan green performance karyawan, khususnya dalam pengelolaan limbah, efisiensi energi, dan penggunaan sumber daya yang berkelanjutan. Sementara itu, green recruitment and selection masih perlu ditingkatkan agar dapat mendukung penerapan nilai-nilai lingkungan sejak tahap awal perekrutan. Pendekatan yang lebih kuat dan terintegrasi dari kedua praktik ini sangat penting untuk membantu hotel mencapai tujuan keberlanjutan secara lebih efektif.

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CHAPTER I

INTRODUCTION

1.1 Research Background

The tourism industry especially in Bali, is very important for the local economy. It creates jobs and helps increase economy in the area. Considering Bali's significant reliance on tourism for its economy, it's very important to find a way to increase the economy while also protecting the environment. Implementing environmentally friendly practices is essential not just for their benefits, but also to maintain Bali's allure as a tourist destination and ensure its economic stability (Sutawa, 2012). The fast growth of this industry has also caused some problems, especially related to its effect on the environmental. The hospitality industry, which is a big part of tourism, uses a lot of energy and produces a lot of waste. If these factors are not looked after correctly, it can harm the environment (Antara & Sumarniasih, 2017).

The United Nations World Tourism Organization (UNWTO) show that places where people stay, like hotels, create about 2% of all the carbon dioxide (CO₂) emissions from tourism around the world (Romeo et al., 2021). This fact shows that the hospitality industry needs to quickly start using sustainable practices to reduce their impact on the environment (Kim et al., 2017) as more people learn about climate change, the idea of green hotels has come up as a way to include green practices in how hotels operate. Programs like the Green Hotel Award from the Ministry of Tourism motivate hotels to improve their environmentally friendly

efforts (Abdou et al., 2020). To improve environmentally friendly, this must also involve human resources department at the hotel.

Human resource management (HRM) plays a key role in managing employees to help the hotel succeed. HRM also has to ensure that the hotel's operations support environmental sustainability by starting green initiatives, changing processes, and aligning hotel practices with sustainability goals (Arulrajah et al., 2015). Green human resource management (GHRM) is very important for making the green employee performance work. GHRM is about managing people while also caring for the environment. Using GHRM will help employees understand and care more about protecting the environment, which will lead to better green actions from them (Palguna, 2021).

Green human resources management (GHRM) plays a crucial role in promoting environmentally sustainable practices within the hospitality sector (Sun et al., 2024). Through GHRM, hotels can teach employees to care about the environment, which directly contributes to improving the green employee performance. By incorporating GHRM in hiring, training, and performance reviews. GHRM helps companies to more responsible on environmentally and actively participate in green employee performance. This encourages a mindset on sustainability (Abdou et al., 2020).

Employee green performance (EGP) is the activities of the employees to contribute to environmental sustainability at their workplace (Arulrajah et al., 2016). Employees with good green performance are actively involved in efforts to save energy, reduce waste, and conserve water. This leads to better green

performance for the entire hotel (Pham et al., 2020) The success of GHRM relies on encouraging employees to be more aware of their impact on the environment and to practice sustainable behaviors (Arulrajah et al., 2015).

Good example of green human resources management is Sthala, a Tribute Portfolio Hotel Ubud, Bali. The hotel has adopted various green practices as part of its commitment to sustainability, such as reducing plastic waste, using renewable energy, and recycling programs. However, implementation at the employee level has not been fully consistent across departments such as, the housekeeping department has been proactive in reducing the use of chemicals harmful to the environment, while the kitchen department still faces challenges in significantly cutting down food waste. As part of its commitment to sustainability, Sthala, A Tribute Portfolio Hotel, Ubud Bali has achieved the Green Key certification, an internationally recognized eco-label for tourism establishments.

Although the hotel has adopted various green training, employee green performance is still inconsistent across departments. This is because there are no clear guidelines or incentives for employees to actively engage in sustainability initiatives. Without specific training and a recruitment process that focuses on environmental commitment, employees may not fully understand the importance of their individual contributions to the hotel's sustainability goals. Based on the observation the lack of a green recruitment and selection process means that new employees may not align with the hotel's green values from the start. This creates a gap in motivation and knowledge, affecting the overall success of green initiatives in the organization.

This has resulted in low employee participation in environmental programs. By researching employee green performance, it is hoped that appropriate strategies can be identified to increase employee awareness, participation and innovation in implementing sustainability practices throughout the organization. Some studies only discuss about green recruitment and selection (Purnama & Nawangsari, 2019; Towett et al., 2022). Other studies only discuss green training (Dumont et al., 2017). So, there are not many studies discuss about green recruitment and selection and green training to improve employee green performance.

Given this background, this study will look into "Green Recruitment and Selection and Green Training Implementation to Improve Employee Green Performance at Sthala, A Tribute Portfolio Hotel, Ubud Bali" is very important pressing to be done. This study focuses on the implementation of GHRM especially green recruitment and selection and green training to support the improvement of EGP at Sthala Ubud Bali. This research will assess how well the hotel's GHRM practices work and how these practices can increase green employee awareness and enhance environmental performance.

1.2 Research Question

Based on the previous explanation on the background, the problems identification could state as follows:

1. How is the implementation of green recruitment and selection and green training at Sthala, A Tribute Portfolio Hotel, Ubud Bali?

2. How does the implementation of green recruitment and selection and green training improve employee green performance at the Sthala, A Tribute Portfolio Hotel, Ubud Bali?

1.3 Research Objectives

Based on the background and the problem of the research above, the purpose of this research concluded as follows:

1. To analyze the implementation of green recruitment and selection and green training currently at Sthala, A Tribute Portfolio Hotel, Ubud Bali.
2. To analyze how implementation of green recruitment and selection and green training improve employee green performance at Sthala, A Tribute Portfolio Hotel, Ubud Bali.

1.4 Research Significance

The benefits that can be taken from this research are as follows:

1. Theoretical Benefits

Theoretical benefit of providing insight, knowledge, writing skills, and is expected to help in providing references in line with green human resources management and employee green performance in human resources department.

2. Practical Benefits

In practice, the results of this study are expected to be useful input and guidelines for companies in evaluating and becoming a solution to determine or impact in increasing employee green performance by implementing good green human resources management at Sthala, A Tribute Portfolio Hotel, Ubud Bali.

1.5 Limitations and Scope of Research

The review of the research topic on the implementation of green recruitment and selection and green training to improve employee green performance is very broad. Therefore, it is necessary to limit the focus of this research to ensure a specific and manageable scope. There are the limitations of the problem in this research such as the variables in this research are Green Recruitment and Selection, Green Training and Employee Green Performance.

Scope of this research focuses on data collected from Human Resource Department at Sthala, A Tribute Portfolio Hotel, Ubud Bali. The indicators in this research used are includes:

- a. Green human resource management: green recruitment and selection (GRS), green training (GTR).
- b. Employee green performance: engagement in green practices, reducing the resource usage, and support for organizational environmental goals.

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CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the research findings discussed in Chapter IV, it can be concluded that the implementation of green recruitment and selection at Sthala, A Tribute Portfolio Hotel, Ubud Bali, has started but is still not fully applied. The use of digital platforms like LinkedIn and Marriott Careers shows that the hotel tries to be more environmentally friendly by reducing paper usage. However, the hotel's environmental values are not clearly introduced during the recruitment process. These values are only shared after employees are hired, during the onboarding stage. This means green recruitment and selection are not yet strong enough to support green performance from the beginning. Green training has been applied more consistently and gives a bigger impact. There is no formal or scheduled green training, but the hotel provides environmental education through daily briefings, signs, onboarding sessions, and activities like cleaning blitz program. These implementations help employees to be more aware and care more about the environment in their daily activities. This shows that green training is effective in improving green performances.

In conclusion, green training has a stronger influence on employee green performance compared to green recruitment and selection. While the training has helped employees to be more environmentally responsible, green recruitment still needs to be improved by including more environmental values in the hiring process.

If both green recruitment and green training are done well and consistently, they can help the hotel reach its sustainability goals better in the future.

5.2 Suggestions

Based on the conclusions of this research, it is suggested that Sthala, A Tribute Portfolio Hotel, Ubud Bali, should improve the implementation of green recruitment and selection by clearly including the environmental values such as green practice in job advertisements and during the interview process. This will help attract candidates who already care about sustainability and support the hotel's green mission from the beginning.

The hotel is encouraged to develop a more structured green training program. The current informal methods are helpful, but a formal training schedule such as seminar or workshop about the importance of sustainability impact that can give employees a deeper understanding of environmental practices. This can make the green training in the hotel even stronger in the future.

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