THESIS

GREEN PERFORMANCE MANAGEMENT PRACTICES IN ENHANCING EMPLOYEE GREEN BEHAVIOUR AT MERCURE BALI LEGIAN

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THESIS

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GREEN PERFORMANCE MANAGEMENT PRACTICES IN ENHANCING EMPLOYEE GREEN BEHAVIOUR AT MERCURE BALI LEGIAN

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ABSTRACT

This study aims to analyse the influence of Green Performance Management (GPM) on Employee Green Behaviour (EGB) and to design the model for GPM practices that influence on EGB in enhancing environmental performance at Mercure Bali Legian. The data collection method used in this study was observation, interviews, questionnaires, Focus Group Discussion (FGD) and literature study. the sampling technique used was purposive sampling, and using a mixed-method approach, involving both quantitative and qualitative techniques. The quantitative data were collected through a survey distributed to 85 employees and analysed using Pearson correlation and simple linear regression tests which processed through SPSS version 26 application. The results showed a statistically significant positive relationship between GPM and EGB, with a correlation coefficient of $r = 0.344$ and a determination coefficient (R^2) of 0.119, indicating that 11.9 percent of the variation in EGB can be explained by GPM practices. Qualitative data were gathered through interviews with department heads and selected staff members, supported by observation, and further validated the model through a FGD involving the hotel's management team. The findings revealed that while GPM practices such as environmental goal setting, green KPIs, waste management, and sustainable procurement are in place, the consistency of behavioural change among employees remains a challenge due to limited individual accountability and inconsistent training delivery. The research concludes that Green Performance Management practices at Mercure Bali Legian have a positive and statistically significant but relatively weak influence on Employee Green Behaviour. It is therefore recommended that the hotel enhances the consistency and integration of GPM practices through structured dissemination, routine training, individualized performance monitoring, and a formal feedback mechanism. Strengthening these components will likely improve employee engagement in sustainability initiatives and better align behaviour with environmental performance.

Keywords: Green Human Resources Management, Green Performance Management, Employee, Green Behaviour

CHAPTER I
INTRODUCTION

1.1   Background

The global warming issue has become one of the most urgent challenges faced by the world in recent decades. the increase in the average temperature of the earth's surface associated with the increased of greenhouse gas emissions from the diverse of human activities (Utina, 2012). As a result, various nations have put various policies in place to address the climate change and environmental damage. given the significance of this issue, environmental sustainability practices have become very essential for all economic sectors, including the tourism industry that have a significant impact on the environment. The hospitality industry of the tourism industry has grown rapidly, which is directly involved with the surrounding environment, that making the environmental sustainability is essential to the sustainability of its operations (Sari, 2015).

In response to the environmental challenges facing the hospitality industry, the Human Resources Department has promoted sustainable business practices that have positive impact for both the environment and employees through the implementation of Green Human Resources Management (GHRM) principles. The GHRM concept is impossible to be separated from green concept. In examining the customer attitude gap in adoption to cleaner vehicles in the UK, Stephen Potter and Ben Lane begin their discussion with the numerous terms used in environmental behavior studies. The terms used are

green behavior, ecological behavior, and environmental behavior. They claim it is unclear as to whether these terms should be used as synonyms or whether there are subtle differences in their meanings that need to be considered in terms of theory development.

The Green HRM concept integrates environmental sustainability principles into all aspects of human resource management, encompassing recruitment and selection, employee training and development, performance management, rewards and sanctions, and employee empowerment (Opatha & Arulrajah, 2014). Green Human Resources Management encompasses several key aspects, including sustainable recruitment and selection, environmentally friendly job analysis and design, continuous training and development, and sustainable performance management (Zurnali & Sujanto, 2020). Through this practice, Green Human Resources Management aims to shape an environmentally friendly culture and behaviour among individuals and organizations (Devi, 2018). However, this practice has not been fully adopted widely to encourage employees to become more pro-environment conscious (Zibarras & Coan, 2015).

One of the core aspects of Green Human Resources Management, which is closely tied to the environmental concerns, is Green Performance Management. This model emphasizes setting environmentally friendly objectives for individuals and teams, as well as conducting regular evaluations of the goals achievement. To effectively implement this model, an appropriate management strategy is necessary to facilitate employees and teams achieve

these goals efficiently (Mondy & Martocchio, 2016). On the other hand, the approach is to develop environmental performance standards and indicators (Mehta & Chugan, 2015).

Environmental performance is only effective when executed by individuals with the requisite skills and abilities (Isrososiawan, et.al., 2020). One of the most effective ways to support the implementation of this environmental performance program is through human resource management practices that focus on environmental aspects. Green Human Resources Management enables organizations recruit and selects environmentally conscious employees, provide training and development to ensure a deep understanding of environmental issues, and manage and evaluate environmental performance effectively. In addition, green payment and reward systems can also enhance employee motivation to contribute to environmental conservation (Dutta, 2012).

One of the key implications of an organization's success in implementing green human resource management is through the provision of rewards and compensation as a demonstration for environmental concern (Syafari, 2022). meanwhile Organizational Citizenship Behaviour towards the environment not only mediates the influence of Green Compensation and Rewards on Employee Performance among employees with less than 5 years of service, but also among those with more than 5 years of service (Ardiza, Nawangsari, & Sutawijaya, 2021). On the other hand, the practice of managing green rewards and compensation has a relatively smaller impact compared to other factors influencing environmental sustainability within organization (Mandago, 2018).

Mercure Bali Legian is a four-stars international hotel under the Accor group, featuring 321 rooms and has a strong commitment to Green Performance Management (GPM). Strategically situated at the renowned Legian intersection, the hotel offers seamless access to the famous Kuta and Legian Beaches, vibrant nightlife, various dining options, and the famous Seminyak shopping district. Additionally, the hotel's proximity to the Beachwalk shopping centre, is just a 15-minute stroll way, makes it an attractive choice for travellers looking for comfortable and affordable accommodation in the area.

As part of its Green Performance Management efforts, Mercure Bali Legian has taken several steps to preserve the environment and commit to holistic environment management, in line with the Accor Group program. One initiative to improve environmental performance is a campaign that engages guests and employees to jointly address environmental concerns. For guests, there is a program encouraging the reuse of towels and bed linens, as well as the use of shampoo and liquid soap from the dispensers. The hotel also opts for environmentally friendly amenities, such as wooden amenities in the rooms, and provides wooden pencils and glass bottles for drinking water in both rooms and meeting rooms. Furthermore, the hotel has adopted measures to eliminate single-use plastics in its restaurant.

The hotel's employee-focused campaigns include initiatives to reduce food waste in the canteen, promote energy and water conservation, utilize recycled paper, and implement liquid waste management. Additionally, the hotel participates in corporate social responsibility (CSR) programs, such as beach and

surrounding area cleanups, and collaborates with foundations to donate excess food from breakfast buffets. The hotel also partners with a company that converts collected food waste into high-quality compost through an aerobic composting system. Furthermore, the hotel has a soap recycling program in place, which involves cooperation with suppliers to distribute recycled soap to those in need. The hotel also cultivates various vegetables and herbs on-site to meet internal needs.

Mercure Bali Legian has implemented Green Performance Management since its opening in 2014. This effort has yielded results, with the hotel achieving certification from Green Key International and the Tri Hita Karana Award & Accreditation, confirming its commitment to and success in adopting environmentally friendly practices. Previous research has been conducted on the Green Performance Management practices implemented at Mercure Bali Legian, with the results demonstrating their effectiveness in supporting environmental performance. However, GPM only accounts for 40.45% of the impact, with the remaining 59.55% influenced by other factors.

Despite the hotel's increasing efforts to minimize its ecological footprint in response to growing environmental concerns and heightened awareness of corporate social responsibility through sustainability initiatives, employee green behaviour remains suboptimal. There is no explicit data detailing specific areas where employee green behaviour falls short; however, inconsistent employee engagement or awareness due to a lack of understanding of GPM practices may be limiting the full potential of the hotel's sustainability initiatives. Therefore,

there is a need to conduct research on Green Performance Management practices to enhance employee green behaviour, ultimately contributing to the hotel's sustainability goals.

1.2 Formulation of Problems

Following the problem background description above, the primary issues addressed in this study are as follows:

a. How do Green Performance Management practices influence Employee Green Behaviour in improving environmental performance at Mercure Bali Legian?

b. What is the model for Green Performance Management practice that influence Employee Green Behaviour in improving environmental performance at Mercure Bali Legian?

1.3 Objectives of The Study

1.3.1 General Objectives

To analyse and evaluate the influence of Green Performance Management practices on employees' environmentally friendly behaviour, as well as its impact on environmental performance at Mercure Bali Legian.

1.3.2 Specific Objectives

a. To analyse the impact of Green Performance Management practices on employee environmentally friendly behaviour at Mercure Bali Legian.

b. To design the Green Performance Management practice model that influencing Employee Green Behaviour in improving environmental performance at Mercure Bali Legian.

1.4   Significances of The Study

1.4.1 Theoretical Significance

This study is expected to provide a better understanding of how Green Performance Management practices can influence employees' environmentally friendly behaviour. This can enrich the theoretical understanding of how environmentally friendly human resource management strategies can be integrated into the broader context of environmental management.

1.4.2 Practical Significances

The results of this study are expected to provide the following practical benefits:

a. For the Author

This study can provide the author with a deep understanding of the influence of best practices of Green Performance Management on Employee Green Behavior in the hospitality industry. This can improve the author's ability to apply environmental and human resource management concepts in a practical context.

b. For Politeknik Negeri Bali

The results of this study are expected to be the basis for development that focuses on sustainable environmental and human resource management in the hospitality sector. This study can be used to improve the quality of education and training for students in preparing them to face the demands of an increasingly sustainable industry.

c. For the company

This study is expected to provide practical guidance for Mercure Bali Legian and other hospitality companies in implementing Green Performance Management and Green Training strategies. And can help companies understand how to increase employee awareness and participation in sustainable practices, so as to improve overall environmental performance.

CHAPTER VI

CLOSING

6.1 Conclusion

This study aimed to analyse how Green Performance Management practices influence Employee Green Behaviour in the context of improving environmental performance at Mercure Bali Legian, as well as to develop an applied model reflecting this relationship. The conclusions are drawn based on the quantitative analysis of survey data from 85 respondents and qualitative insights from observation, interview, and a Focus Group Discussion involving department heads.

1. Green Performance Management practices influence Employee Green Behaviour in improving environmental performance at Mercure Bali Legian.

The research findings indicate that Green Performance Management practices have a positive yet relatively weak influence on Employee Green Behavior. The results of the quantitative analysis reveal a moderate positive correlation between the two variables ($r = 0.344$) that is statistically significant ($p < 0.05$). However, the coefficient of determination ($R^2 = 0.119$) shows that only 11.9% of the variance in employee green behaviour can be explained by GPM practices alone. This suggests that while GPM initiatives are being implemented, their direct impact on shaping employee behaviour remains limited.

Insights from the FGD reveal that Mercure Bali Legian has implemented several GPM components, including environmental KPIs for department heads,

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sustainable sourcing policies, staff training, waste reduction initiatives, and partnerships with external stakeholders. However, the influence of these practices is concentrated at the managerial level, and there is limited employee-level accountability, irregular training, and insufficient feedback mechanisms to reinforce consistent green behaviour.

Therefore, while GPM practices form a strong structural foundation, their impact on Employee Green Behavior is not yet optimal. in enhancing employee engagement and embedding sustainability more deeply into daily work routines are essential for maximizing the influence of GPM on environmental performance.

2. The model for Green Performance Management practice influences Employee Green Behaviour in improving environmental performance at Mercure Bali Legian.

Based on both research results and FGD validation, the study proposes a conceptual model where Green Performance Management practices influence Employee Green Behavior, which in turn improves Environmental Performance. Employee Green Behavior acts as the behavioural mechanism that operationalizes GPM into measurable environmental outcomes such as reduced energy and water use, food waste reduction, and single use plastic elimination.

The model is validated by the FGD participants and provides a practical framework for implementation, emphasizing the need for consistent training, individual accountability, monitoring and evaluation, internal feedback, and cross-departmental collaboration. This model represents the existing practices

and highlights opportunities for enhancement to ensure that environmental sustainability is thoroughly integrated into every level of the hotel's operations.

6.2 Recommendations

Based on the conclusions above, the following recommendations are proposed to strengthen the implementation of Green Performance Management practices and their influence on employee behavior and environmental outcomes at Mercure Bali Legian:

1. Establish Individual-Level Environmental KPIs

Extend environmental performance indicators beyond department heads by assigning clear and measurable sustainability-related KPIs to all employees. This will enhance accountability and promote consistent green behavior at every level.

2. Standardization and Expand Sustainability Training

Conduct regular, structured environmental training programs that are accessible to all employees, regardless of department or shift. Topics should include energy efficiency, waste management, water conservation, and sustainable sourcing.

3. Improve Internal Communication and Feedback Mechanisms

Develop systematic channels for sharing environmental performance results, recognizing achievements, and providing feedback to employees. Use visual dashboards, recognition boards, or internal newsletters to enhance visibility.

4. Integrate Green Practices into Daily Operations

Embed sustainability into standard operating procedures (SOPs), job descriptions, and service routines. Encourage every employee to view environmental responsibility as part of their daily role.

5. Strengthen Cross-Departmental Collaboration

Facilitate cooperation between departments in planning and executing sustainability programs, campaigns, and CSR activities. This will build a shared sense of ownership and enhance overall impact.

6. Monitor and Evaluate Behavioral Change

In addition to tracking resource usage, develop simple tools or surveys to assess behavioral change and employee attitudes toward sustainability over time. Use this feedback to adjust training and communication strategies.

7. Continuing Model Validation and Improvement

Use the proposed conceptual model as a management tool to continuously evaluate the effectiveness of GPM implementation. Refine the model based on evolving hotel practices and feedback from staff.

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