

THESIS

**DEVELOPMENT OF GHRM PRACTICES TO DRIVE
THE PROMOTIONS AND CAREER ADVANCEMENT OF GENERATION
X,Y AND Z AT THE LAGUNA
A LUXURY COLLECTION RESORT & SPA NUSA DUA BALI**



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**POLITEKNIK NEGERI BALI
BADUNG
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**TOURISM BUSINESS PLANNING STUDY PROGRAM
APPLIED MASTER PROGRAM
TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2025**

THESIS

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TABLE OF CONTENTS

DECLARATION OF AUTHENTICITY	iii
COUNSELORS APPROVAL SHEET	v
APPLIED RESEARCH THESIS.....	vi
PREFACE.....	vii
TABLE OF CONTENTS	ix
LIST OF TABLES	xii
LIST OF FIGURE.....	xiii
LIST OF APPENDIXES	xv
ABSTRACT.....	xvi
CHAPTER I INTRODUCTION	1
1.1 Background.....	1
1.2 Formulations of Problems	8
1.3 Objective of The Study	9
1.3.1 General Objective.....	9
1.3.2 Specific Objective	9
1.4 Significances of The Study	9
1.4.1 Theoretical Benefit.....	9
1.4.2 Practical Benefit	10
CHAPTER II LITERATURE REVIEW AND RESEARCH FRAMEWORK	15
2.1 Literature Review.....	15
2.2 Concepts	23
2.2.1 Green Human Resources	23
2.2.2 Promotion & Career Advancement.....	33
2.2.3 Generation X, Y and Z.....	33
2.2.4 Hotel.....	35
2.3 Theoretical Background.....	36

2.3.1	Green Human Resources Management (GHRM)	36
2.3.2	Generational Cohorts	38
2.3.3	Career Advancement and Promotion.....	43
2.4	Previous Researches.....	45
2.5	Research Framework	58
CHAPTER III RESEARCH METHOD		59
3.1	Research Design.....	59
3.2	Location and Object of Research	62
3.2.1	Research Location.....	62
3.2.2	Research Object.....	62
3.3	Operational Definition of Research Variables	62
3.3.1	Variable of Qualitative Research	62
3.3.2	Variable of Quantitative Research	64
3.4	Type of Data and Sources.....	65
3.4.1	Type of Data	65
3.4.2	Source of Data	66
3.5	Data Collection Techniques:	67
3.5.1	Questionnaire.....	68
3.5.2	Interview	67
3.5.3	Observation.....	67
3.5.4	Document Study.....	68
3.5.5	Focus Group Discussion.....	68
3.6	Data Analysis Techniques	69
3.6.1	Qualitative Analysis.....	69
3.6.2	Bivariate Regression Analysis	71
CHAPTER IV GENERAL DESCRIPTION OF THE LAGUNA A LUXURY COLLECTION RESORT & SPA NUSA DUA BALI		72
4.1	Location and General Profile	72
4.2	Product.....	74
4.3	Organization Structure.....	84
CHAPTER V RESEARCH RESULTS AND DISCUSSION		89

5.1 Research Stage 1 - The Development of Green Human Resources Management (GHRM) Practices at The Laguna a Luxury Collection Resort & Spa Nusa Dua Bali	89
5.2 Research Stage 2 - The Influence of GHRM on Promotions and Career Advancement for Generations X, Y AND Z at The Laguna a Luxury Collection Resort & Spa Nusa Dua Bali.....	96
5.2.1 Research Result.....	97
5.2.2 Discussion.....	106
5.2.2.1 Validity and Reliability Analysis of Green Human Resources Management (GHRM), Promotion and Career Advancement.....	106
5.3 Applied Research Output.....	111
CHAPTER VI CLOSING	117
6.1 Conclusion.....	117
6.2 Recommendation.....	121
REFERENCES	124
APPENDIXES.....	128

POLITEKNIK NEGERI BALI

LIST OF TABLES

Table 1. 1 Number of Employees	6
Table 1. 2 Promotion Gen X,Y,Z	7
Table 1.3 Employment Trends Comparison Across Generations	7
Table 2. 1 Meanings of the Concepts of Green Human Resources	24
Table 2. 2 Previous Researches	26
Table 2. 3 Previous Researches	55
Table 3. 1 Likert Scale	68
Table 5. 1 Focus Group Discussion Participants List	114

POLITEKNIK NEGERI BALI

LIST OF FIGURE

Figure 2.1 Research Framework.....	58
Figure 3.1 Combination Research Methods Sequential Exploratory Model.....	61
Figure 3. 2 Data Analysis : Interactive Model.....	70
Figure 4.1 The Laguna a Luxury Collection Resort & Spa Nusa Dua Logo.....	72
Figure 4.2 The Laguna a Luxury Collection Resort & Spa Nusa Dua Location .	73
Figure 4.3 The Laguna a Luxury Collection Resort & Spa Nusa Dua Landmarks	74
Figure 4.4 Marriott International Brands Tier	75
Figure 4.5 Ylang-Ylang Signature of The Laguna Bali.....	77
Figure 4.6 Room Categories of The Laguna Bali	79
Figure 4.7 Deluxe Garden View.....	80
Figure 4.8 Deluxe Lagoon View	80
Figure 4.9 Deluxe Studio	81
Figure 4.10 Deluxe Lagoon Access	82
Figure 4.11 Deluxe Studio Lagoon Access	82
Figure 4.12 Executive Suite.....	83
Figure 4.13 Organization Structure of The Laguna Bali	84
Figure 4.14 Organization Structure of Human Resources Department	85
Figure 5.1 Interview with Director of Human Resources The Laguna Bali.....	91
Figure 5.2 Interview with Generation X The Laguna Bali	92
Figure 5.3 Interview with Generation Y The Laguna Bali	93
Figure 5.4 Interview with Generation Z The Laguna Bali	95
Figure 5.5 Characteristic based on Age of Respondents at The Laguna Bali	97
Figure 5.6 Characteristic based on Gender at The Laguna Bali.....	98
Figure 5.7 Characteristic based on Length of Service at The Laguna Bali	98

Figure 5.8 Characteristic based on Management Level at The Laguna Bali.....	99
Figure 5.9 Research Output.....	111
Figure 5. 10 Focus Group Discussion at The Laguna Bali.....	113



POLITEKNIK NEGERI BALI

LIST OF APPENDIXES

Appendix 1: Interview Guidelines	128
Appendix 2 : Informants List.....	149
Appendix 3: Focus Group Discussion Question List	150
Appendix 4: Questionnaire	157
Appendix 5: Questionnaire Result Appendix	162



POLITEKNIK NEGERI BALI

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ABSTRACT

Several generational groups are actively competing in the hotel sector. At The Laguna Bali, the workforce comprises Generations X, Y, and Z, each with distinct characteristics. Generation X may prioritize stability and work-life balance, Generation Y or Millennials frequently pursue purpose and personal development in their careers, while Generation Z typically emphasizes innovation and technology, thereby highlighting the significance of Green Human Resources Management Practices in the hotel industry. This research seeks to examine the impact of Green Human Resource Management (GHRM) on the promotion and career progression of workers from Generations X, Y, and Z at The Laguna Bali. GHRM is a human resource management strategy that incorporates environmental sustainability concepts into HR operations, including recruiting, learning and development, performance assessment, and incentive systems. The study employs a mixed-methods approach, using both qualitative and quantitative data gathering approaches. Qualitative methods include interviews, observations, document analyses, and focus group discussions, followed by the use of a survey with a questionnaire as the major instrument. The sample comprises workers from Generations X, Y, and Z at the hotel. In addition to questionnaire surveys, this mixed-methods research first employs a qualitative analysis, followed by a quantitative analysis. The data analysis results reveal that GHRM practices do not have a favorable and substantial effect on promotion chances for Generations X, Y, and Z; nonetheless, they do considerably affect workers' career progression. This research indicates that the adoption of GHRM influences environmental factors while simultaneously boosting employee motivation, skills, and loyalty, hence facilitating their career advancement. These results have significant significance for hotel management in formulating human resource strategies that prioritize sustainability while promoting workers' professional development at The Laguna Bali.

Keywords: Green Human Resource Management, promotion, career development, hotel, sustainability

CHAPTER I

INTRODUCTION

1.1 Background

The generation concept can be understood as an conception for develop the beliefs or values of every person (Čič & Žižek, 2017). Certainly, in each generation every person will experiences a changes of values, needs, attitudes, even knowledge they have. In reality, the older generation must have more work experience and development because they have worked longer than the current or younger generation. The younger generation tend to have little experience, but they are more knowledgeable in technology and media than the older generation. In other ways, the younger generation is oriented in order for careers to thrive, they tend to take risk-taking risks, but the old generation tend to focus on steady performance to keep both income and jobs secure (Crumpacker & Crumpacker, 2007). Employees in every generation certainly have differences in the beliefs, values, and expectations in which they work (American Hospital Association, 2013). Employees in each generation also have varying degrees of experience, expectations, outlook, and strong hearts and physically facing their work range, and their patterns when working (Myers & Sadaghiani, 2010). Each worker also has a wide range of attitudes, priorities, how to interact with coworkers and how to carry out tasks properly that affect their performance, even organizational goals (American Hospital Association, 2013).

Generation X represents individuals born between the early 1960s and early 1980s. They are very well aware of the sacrifices their parents have made in their fight for the development of the company. Consequently, They tend to have a wide range of attitudes toward achieving independence, enduring, and adaptability over generations of parents. Not the same as those who have a principle for working, since such a person usually performs a minimum of job and does not believe in his or her abilities. Generations of x tend to allow them to become close friends, to remain motivated in new sciences, to be flexible, to become entrepreneurial, and to provide feedback (Tulgan, 2004). However, they tend to be skeptical of hierarchies or conditions that have no visible impact. They also want the managers to appreciate them as human beings rather than appreciate them because of the title (Tulgan, 2004). Gen X characterized as resilient, independent, and seeking job stability. This generation, now occupying managerial and executive positions, has witnessed the evolution of traditional Human Resources practices and has experienced firsthand the shift towards environmentally conscious business practices.

Whilst Generation Y, often referred to as millennials, encompasses every person who born between the early 1980s and the mid-1990s. were immersed during globalization, economic stability and emergence of internet which led them to be globalist who seeks for experience (Francis & Hoefel, 2018). They grow by holding the principle of empowerment, which that principle means everyone who succeeds gets the reward. Parents can also be said to be a powerful influence on a child's life. Attempts at this type of parent avoid all risks, but the child is still given chance to make his or her own choices and they are not forbidden to ask questions

(Nobel *et al.* 2009). This makes them feel dependent or expects leaders to adjust their expectations and needs accordingly. They were less concerned with better performance, but they focused on giving leaders to the employees. The increasing sophistication of social media results in employees both x and millineal generations in a new pattern of communication (Kim *et al.* 2009). Generations x and millennials faced the reality of doing their work nine hours a day. In this regard, research has proved that the generation needs steady monitoring and direction (Burke & Ng, 2006). Research found by dale Carnegie (2016) proves that only 9% of Y generation employees revealed that they disagree with the company, which is half of 66% of Y generation employees choose to be involved, and 25% of Y generation employees are willing to be fully involved by the company. This tech-savvy and socially conscious generation seeks professional development, meaningful work, or unique experiences. They value work-life balance, entrepreneurial opportunities, and have a strong affinity for sustainability and environmental preservation.

Generation Z, born after the mid-1990s and at the end 2010s, is currently entering the workforce, Consumption aims to unearth a validity in both personal and group lives. This generation has always taken delight in discovering who they are, which makes it possible for them to express and open their minds to the character of the person they meet. This generation not only sees a phenomenon from one point of view, but they tend to explore in self-discovery. On this basis they are called looters of identity or travelers of identity. Gen Z has a remarkable digital impact, which is reflected in their consumption and behavior. Technology makes young people feel comfortable in communicating and gives them something they

never got. This makes generational changes important and important in developing technology (Francis & Hoefel, 2018). Their green consciousness is more pronounced than previous generations, as they have grown up with increasing global awareness of environmental issues.

Observing the data that published by Badan Pusat Statistik (Central Agency of Statistic) in February 2023 about Labor Force Situation in Indonesia. From over 138 million Labor Force in Indonesia, 40.3% are Generation X, the second largest is Generation Millennials which is over 48 million or 35.3% and then lastly Generation Z which shared 24.4% from total Labor Force. This phenomenon For the first time in lives, employees in those three generations work together in many companies including the hotel industry. The hotel industry now is showing a strong recovery after Covid-19 and continuously grow, based on recent data from Badan Pusat Statistik (Central Agency of Statistic), the number of stars hotel 2022 are increased by 7% compared to 2019. The hotel industry is a dynamic and fast-paced sector that constantly seeks innovative Green Human Resources Management (GHRM) approaches to alluring and maintain top talent. This indicates that there are huge career development opportunities for hoteliers across generations X, Y and Z. Green Human Resources Management (GHRM) can be understandable that implementation and a system that keeps employees motivated to create an efficient, socially sensitive, responsible scope of the company.

GHRM provides an opportunity for continued human resources that is at the same time a equitable advantage (kurniawati, 2023). GHRM concentrate on the organization's crucial objective of building human resources over a long period of

time. GHRM wants economic and social welfare, as well as to apply a sensitive pattern of life to the environment. The existence of human resources is said to be exploited rather than guarded. The GHRM approach can widely make it easier for people to implement sustainability in public management centers (Papademetriou *et al.* 2023). The integration of Green Human Resources Management (GHRM) practices in the hotel industry offers a significant opportunity to attract, motivate, and retain talent from different generational cohorts since Human Resources Management practices must adapt to the different values, work styles and expectations of these generations in several sectors like Recruitment and retention, Training and development and work culture. On the other side, there is an increasing competition among the X, Y AND Z generations to pursue promotions and career advancement leading to a dynamic and challenging environment for hotel organizations. Understanding the relationship between GHRM implementation, generational attributes, also competition for promotions and career advancement are essential for Management and Human Resources professionals. By examining how these factors interact, hotel organizations can strategically align their Human Resources policies, reward systems, and career development programs to not only address the expectations and values of different generations but also to embrace sustainability implementation.

The Laguna a Luxury Collection Resort & Spa Nusa Dua or officially known as The Laguna Bali required qualified employees to deliver best in class and exceptional experience to the Guests. The Laguna Bali employees consist of various

generations and the following is a table of the percentage of employees for generations X, Y and Z from 2019-2023.

Table 1. 1
Number of Employees

Year	Number of Generations (%)			Total Employees
	X	Y	Z	
2019	60.9	37.5	1.6	501
2020	64.1	34.5	1.4	443
2021	64.3	35.0	0.7	406
2022	61.6	36.6	1.8	388
2023	52.3	41.9	5.8	377

(Source: The Laguna Bali, 2023)

The Laguna Bali drives employees to develop their career by Job Promotion or when a company raises its employee level at the company's hierarchy. The promotion of this work affords employees an opportunity to rise to a higher rank, even increasing responsibilities and greater authority. Promotion in the workplace can make employees more competitive and productive in the field of work, which can also make them more likely to develop careers. However, a job indistinguishable from bribery, existing that could be an employee reference to applying for a promotion and the following is a table of percentage of promotions that occur based on generations X, Y and Z at The Laguna Bali.

Table 1. 2
Promotion Gen X,Y,Z

Year	Number of Generations (%)			Total Employees
	X	Y	Z	
2019	0.8	2.2	0.0	501
2020	0.2	0.7	0.0	443
2021	0.5	2.5	0.0	406
2022	1.3	6.4	0.3	388
2023	0.8	4.8	0.5	377

(Source: The Laguna Bali, 2023)

From the following table 1.2 found significant differences in the 3 generations.

Table 1.3
Employment Trends Comparison Across Generations

Generation Year	Gen X (%)			Gen Y (%)			Gen Z (%)		
	2021	2022	2023	2021	2022	2023	2021	2022	2023
Applied Candidate	0.21	0.23	0.11	0.55	0.47	0.65	0.24	0.30	0.24
Job Acceptance	0.23	0.18	0.11	0.65	0.67	0.74	0.12	0.15	0.15
Training & Development Program	0.21	0.22	0.23	0.58	0.54	0.51	0.21	0.24	0.26
Compensation & Benefits Acceptance	0.31	0.21	0.26	0.42	0.67	0.67	0.27	0.12	0.07

(Source: The Laguna Bali, 2023)

Table 1.3 reflects the content by indicating that it compares various employment-related activities among generation X, Y and Z over a three year period. The Y Generation (Millennials) shows consistent leadership across all categories over three years, demonstrating higher engagement in recruitment

process, acceptance of job opportunities, training and development program participation and favorable acceptance of salary and benefits. The Z Generation shows improvement over the years but still lags behind the Millennials in all key metrics. The X Generation maintains a steady performance but typically falls below the Y Generation in all categories.

The competition among these 3 generations becomes more interesting also when viewed from Green Human Resources Management (GHRM) perspective. it is necessary to improve the Generation X, Y and Z in this career competitive, to get a promotion then in this study taken the title “Development of GHRM Practices to Drive the Promotions and Career Advancement of Generation X,Y and Z at The Laguna a Luxury Collection Resort & Spa Nusa Dua Bali”.

1.2 Formulations of Problems

The Problem Formulation of this study can be stated as follows:

1. How far the developments of Green Human Resources Management (GHRM) practices positively impact Generation X, Y and Z in their career advancement at The Laguna Bali?
2. How does The Laguna Bali support Generation X, Y and Z in their career advancement through the Development of Green Human Resources Management (GHRM) initiatives?
3. What model is applied in Green Human Resources Management (GHRM) at The Laguna Bali to drive the promotion & promote the career advancement for Generation X, Y and Z?

1.3 Objective of The Study

1.3.1 General Objective

The study aims to identify the model of Green Human Resources Management (GHRM) practices that facilitate promotions and career advancement for Generations X, Y, and Z. It is anticipated that this will raise awareness of the significant role GHRM plays in enhancing promotions and careers, which directly impacts the working environment and employee motivation at The Laguna Bali.

1.3.2 Specific Objective

Specifically looked at, this study aims:

1. To explore the relationship between Green Human Resources Management (GHRM) practices and career advancement and investigate the positive impacts of GHRM practices and providing insights into effectiveness and relevance of these practices on Generation X, Y and Z at The Laguna Bali.
2. To investigate the influence of GHRM on promotion and career advancement for the X, Y and Z generation at The Laguna Bali.
3. To identify the model applied in Green Human Resources Management (GHRM) in driving career and promotion among individuals in Generation X, Y and Z at The Laguna Bali.

1.4 Significances of The Study

1.4.1 Theoretical Benefit

This research aims to cultivate scientists in the tourist industry, particularly within the strategic area of tourism enterprises. It was predicated on inflation inside

the Bali lagoon. The research is conducted within the tourist sector, including applied tourism sciences, gastronomy, marketing, cultural studies, and sociology, focusing on the management of Green Human Resources in Indonesia's hotel business for Generations X, Y, and Z.

1.4.2 Practical Benefit

1. For Student (as researcher)

The study can bring several benefits for student (as researcher), including:

- a. The research focuses on understanding the key Green Human Resources Management (GHRM) practices that drive promotions and facilitate career advancement. Student can gain valuable insights into the strategies and practices that can help to advance the career.
- b. Generation X, Y and Z refers to a specific group of individuals with unique characteristics and preferences. By examining GHRM practices specifically tailored to their needs, student can learn about customized approaches that can enhance their career progression in today's workforce.
- c. The research seeks to provide advice for companies about the implementation of good GHRM practices. Students may acquire insights into optimal practices and tactics that companies may use to facilitate career advancement, both during their studies and in future professional pursuits.
- d. By understanding the GHRM practices that drive promotions and career advancement, student can enhance their employability by aligning their

skills, experiences, and aspirations with the prevailing practices in the job market.

- e. The student will comprehend the significance of sustainability in human resources practices via the examination of Green Human Resource Management (GHRM) methods. This understanding may bolster The Laguna's commitment to environmental and social responsibility.

Overall, this study can provide valuable insights and practical knowledge for student aiming to advance the career and make informed decisions regarding future professional development.

2. For Politeknik Negeri Bali

This study can bring several benefits for the Politeknik Negeri Bali, including:

- a. Understanding the key GHRM practices that drive promotions and facilitate career advancement, Politeknik Negeri Bali can tailor its career services to better support students in their career development. This can include offering workshops, mentorship programs, and resources that align with the identified practices.
- b. The study's findings can inform curriculum development by incorporating relevant GHRM practices into business or human resources courses. It is also helpful to be sure that the disciples should be equipped with both insight also skills necessary for career advancement in the current job market.
- c. Politeknik Negeri Bali can collaborate with organizations to implement and promote GHRM practices identified in the study. This collaboration

can strengthen the ties between the Politeknik Negeri Bali and industry, providing students with opportunities for internships, projects, and connections that align with the promoted practices.

- d. Implementing effective GHRM practices can enhance the reputation of Politeknik Negeri Bali as an institution that prepares students for successful careers. This can attract prospective students, employers, and funding opportunities, ultimately increasing the campus's competitiveness in the education sector.
- e. As the study focuses on Green HRM practices, Politeknik Negeri Bali can align its HR policies and practices with sustainability goals. This can contribute to the campus's efforts in sustainability, environmental responsibility, and social impact, making it an attractive choice for students at Politeknik Negeri Bali who prioritize these values.

Overall, the findings of this study made Politeknik Negeri Bali easier to displaying great support, aligned, and sustainable environment for students in terms of career development, curriculum, collaborations, reputation, and sustainability efforts.

3. For Researched Company/Industry/Business

This study can bring several benefits for The Laguna Bali, including:

- a. By understanding the key Green Human Resources Management (GHRM) practices that drive promotions and facilitate career advancement, The Laguna can enhance their talent management and human capital plan strategies. They can align their practices with the needs and preferences of

Generation X, Y and Z, resulting in improved employee engagement, satisfaction, and retention.

- b. Implementing good GHRM policies may provide a competitive edge to firms in recruiting and keeping premier talent. It demonstrates the organization's dedication to employee development, career progression, and a sustainable work environment, so distinguishing them from rivals in the labor market.
- c. GHRM strategies that facilitate promotions and career progression may inspire workers to excel and strengthen their commitment to The Laguna. This may result in enhanced productivity, creativity, and overall organizational efficacy.
- d. Adopting GHRM practices tailored to Generation X, Y and Z needs can enhance The Laguna's employer brand. It showcases the organization as a preferred employer that values employee growth and promotes a sustainable and inclusive work culture. This can attract top talent and create positive perceptions among job seekers.
- e. The report highlights Green HRM approaches that correspond with sustainability and environmental accountability. Adopting these strategies may assist companies in enhancing their sustainability endeavors, minimizing their environmental impact, and supporting social responsibility activities. This may elevate The Laguna's reputation and fulfill the increasing demands of stakeholders.

Overall, the study's findings can provide organizations with insights and specific strategies to effectively drive promotions and facilitate career advancement, by implementing these practices, organizations can foster a positive work environment, attract and retain talent, enhance productivity, and contribute to sustainability goals, ultimately leading to The Laguna success.

4. For The Government

The study has been helpful in contributing to a simple idea to further the regulation of tourism that deals more with corporate cultures that will succeed in dealing with big things internationally. Policies intend to cultivate the company that is at the same time a responsibility of the state in order to maintain an even wider settlement on human resources.

CHAPTER VI

CLOSING

6.1 Conclusion

The conclusions derived from this applied research at The Laguna a Luxury Collection Resort & Spa Nusa Dua Bali or known as The Laguna Bali. These conclusion are as follows.

The investigation into the three distinct generations—Generation X, Generation Y (Millennials), and Generation Z—has revealed that each group possesses unique characteristics and attributes that significantly influence their adaptability and performance within the industrial landscape. Understanding these generational differences is crucial, as it allows organizations to develop and implement tailored strategies for The Laguna's Green Human Resource Management (GHRM) that resonate with the specific needs and preferences of each generation.

The author understands that there are promotional factors that are not well aligned with increasing generations of X, Y and Z and this misalignment is due to various factors. These may include differences in values, communication styles, technological adaptability and expectations from the workplace, which vary significantly across these 3 generations at The Laguna Bali. Furthermore, when it comes to Green Human Resources Management (GHRM), it has a very significant influence on career advancement factor for these 3 generations. However, the level of promotion they receive may not always align with the impact of GHRM practices at The Laguna Bali, leading to a disconnect. This discrepancy can be attributed to

several underlying reasons, such as favoritism, biases, managing budget or organizational policies that do not adequately account for generational differences. Factor like favoritism can also play a role in how promotion are rewarded, potentially creating perceptions of unfairness and affecting motivation and engagement among these 3 generations. This situation underscores the importance for The Laguna Bali to understand the unique needs and expectations of each generation and to implement equitable and transparent promotion practices, especially within the context of GHRM strategies.

With this understanding, The Laguna Bali can better engage and motivate their workforce by customizing their GHRM strategies. The successful implementation of GHRM not only necessitates a strategic approach that is coherent and meticulously planned, but it also requires inclusivity and a reliance on data to accurately assess and address the challenges faced by the organization. This can involve gathering insights through surveys and feedback mechanisms to ensure continuous adaptation of policies and practices. Furthermore, companies must prioritize education and awareness regarding green initiatives. By investing in training programs and resources that enhance employees' understanding of sustainability and the organization's green objectives, companies can cultivate a workforce that is not only knowledgeable but also committed to these goals.

Additionally, it is essential to foster active involvement from all employees in the organization's sustainability efforts. Encouraging collaboration across different levels of staff, especially between senior and younger employees, can lead to enriched learning experiences and innovative solutions. For example, senior

employees can provide valuable mentorship and guide younger colleagues in navigating complex business environments, thereby transferring essential knowledge and skills. In return, younger employees can inject new ideas and a fresh perspective on environmental practices and innovations, creating a dynamic exchange that benefits the entire organization. By nurturing this cooperative spirit, companies can effectively bridge the generational gap and enhance the implementation of GHRM practices at locations like The Laguna a Luxury Collection Resort & Spa in Nusa Dua, Bali.

From the statistical analysis conducted within this research, it was found that GHRM (denoted as X_1) does not have a statistically significant effect on the Promotion variable (denoted as Y_1), illustrated by a coefficient (β_1) of -0.110 (Each one-unit increase in variable X will cause a decrease of 0.110 units in variable Y , assuming all other factors remain constant), which means that the higher the GHRM practices, the slightly less likely promotion opportunities are to occur. and a t-significance level of 0.570, which exceeds the conventional threshold of 0.050 for significance. At The Laguna, a Luxury Collection Resort & Spa, promotions are generally determined more by individual performance, technical competence, work experience, and seniority, rather than by the extent to which employees implement environmentally friendly practices (GHRM). This finding suggests that, at present, the efforts focused on green human resource practices do not appear to correlate positively with the promotion opportunities within the organization, indicating a potential area for future investigation and refinement of GHRM strategies. This

research aligns with Yusliza *et al.* (2017), who state that the effect of GHRM is more dominant on environmental attitudes rather than promotion.

This research contradicts Renwick *et al.* (2013), who assert that comprehension of how GHRM practices affect employee motivation to engage in environmental initiatives is insufficient relative to how organizations cultivate green capabilities and enable employee participation in promotional activities.

The research demonstrated a substantial positive connection between GHRM (X1) and the Career Advancement variable (Y2). The data reveals that a one-unit rise in the GHRM index is associated with a 0.602-unit increase in the Career Advancement index (Y2). This result suggests that intentional improvements in GHRM processes may promote career advancement prospects for workers. As firms engage in green projects and advocate for sustainable practices, workers may see these innovations as signs of professional growth and development prospects. Conversely, the study suggests that a reduction of one unit in the GHRM variable (X1) leads to a decline of 0.602 units in the Career Advancement index (Y2). This inverse link highlights the need of incorporating sustainable practices into the organization's culture and strategy, since failure to do so may hinder both environmental progress and worker growth. Therefore, it is essential for firms to meticulously evaluate how their GHRM strategies may provide significant possibilities for workers while advancing sustainable goals.

This is because the GHRM approach integrates sustainability values into a modern human resources management system in the industry, which can

increase employee competences, visibility, and strategic values within the The Laguna Bali. Furthermore, employees who actively participate in this type of training will acquire new knowledge, soft skills, and pro- environmental leadership skills. Such employees are seen as having high initiative, social responsibility, and long-term orientation, which are important attributes for promotion or career advancement. GHRM Creates an inclusive and future-oriented work environment, employees who thrive in this environment will demonstrate adaptive and ethical leadership qualities, thus having a greater opportunity for faster career development at The Laguna Bali.

The findings of this study are in line with Dumont (2017), who states that GHRM can create high expectations for employee behavior, even though it is not always accompanied by clear rewards or promotion. These findings are not consistent with Kramar (2014), who states that the implementation of GHRM practices that are too focused on sustainability can overlook individual employee needs, such as career development, because organizations are more focused on ecological goals and social image.

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6.2 Recommendation

The recommendations derived from this applied research highlight several important strategies for enhancing both employee engagement and corporate

sustainability initiatives at The Laguna a Luxury Collection Resort & Spa Nusa Dua Bali or known as The Laguna Bali. These recommendations are as follows:

It is crucial for The Laguna Bali user to develop clear and strategic career paths that explicitly demonstrate how contributions to the GHRM (Green Human Resources Management) program can lead to accelerated promotions. By outlining this relationship, the organization can create a compelling incentive for employees to engage with the program actively. Employees are more likely to feel motivated when they understand that their involvement in sustainability efforts not only benefits the organization but also positively influences their career advancement. Therefore, articulating this connection can foster a culture of active participation among staff.

The Laguna Bali should prioritize providing comprehensive training sessions or workshops that emphasize the significance of GHRM. These sessions should cover various aspects, such as the principles of GHRM, its relevance to the organization's goals, and the potential for employee participation to lead to career opportunities. By improving employees' understanding of how their contributions to sustainability initiatives can enhance their chances for promotion, the organization can create a more informed and dedicated workforce. This understanding reinforces the idea that engagement in sustainability efforts is not only beneficial for the company but is also an essential component of leadership development.

Finally, it is imperative for The Laguna Bali to foster an organizational culture that views sustainability as a core value rather than merely an additional program. This transition requires a commitment to integrate sustainability into the company's fundamental principles and values. By doing so, promotions and advancements should be assessed not only based on work output but also on how individuals contribute to the organizational culture and uphold its core values. When employees see that their efforts in promoting sustainability are acknowledged and valued, it encourages a deeper commitment to these initiatives, thus aligning individual performance with the company's long-term sustainability goals.

Through the implementation of these recommendations, The Laguna Bali could not only enhance employee engagement with GHRM initiatives but can also strengthen its overall commitment to sustainability. In this way, The Laguna Bali will not only advance its objectives but also build a more motivated and responsible workforce.

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