

UNDERGRADUATE THESIS
THE IMPLEMENTATION OF GREEN TRAINING
TO IMPROVE EMPLOYEES' PRO ENVIRONMENTAL
BEHAVIOR AT HYATT REGENCY BALI



POLITEKNIK NEGERI BALI

GERALDA AZALIA SEBAYANG

TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2023

UNDERGRADUATE THESIS

**THE IMPLEMENTATION OF GREEN TRAINING
TO IMPROVE EMPLOYEES' PRO ENVIRONMENTAL
BEHAVIOR AT HYATT REGENCY BALI**



POLITEKNIK NEGERI BALI

**GERALDA AZALIA SEBAYANG
NIM. 1915834038**

**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2023**

UNDERGRADUATE THESIS

**THE IMPLEMENTATION OF GREEN TRAINING
TO IMPROVE EMPLOYEES' PRO ENVIRONMENTAL
BEHAVIOR AT HYATT REGENCY 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**



**GERALDA AZALIA SEBAYANG
NIM 1915834009**

**JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI**

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

UNDERGRADUATE THESIS APPROVAL SHEET

THE IMPLEMENTATION OF GREEN TRAINING TO IMPROVE EMPLOYEES' PRO ENVIRONMENTAL BEHAVIOR AT HYATT REGENCY BALI

This Undergraduate Thesis has been approved by the Supervisors and the Head of
Tourism Department of Politeknik Negeri Bali on Wednesday, 26 July 2023

Supervisor I,

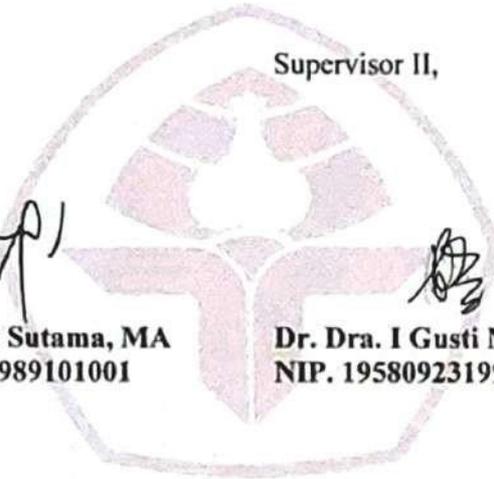
Supervisor II,



Dr. Drs. I Ketut Sutama, MA
NIP. 196312311989101001



Dr. Dra. I Gusti Made Wendri, M.Par.
NIP. 195809231990122001



JURUSAN PARAWISATA
POLITEKNIK NEGERI BALI

Acknowledged by,
Head of Tourism Department,
Politeknik Negeri Bali



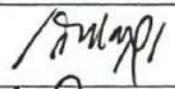
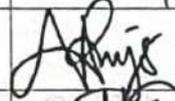
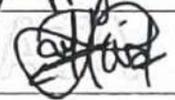
Prof. Ni Made Ernawati. MATM., Ph.D
NIP. 196312281990102001

UNDERGRADUATE THESIS VALIDITY SHEET

This undergraduate thesis entitled:
**THE IMPLEMENTATION OF GREEN TRAINING
TO IMPROVE EMPLOYEES' PRO ENVIRONMENTAL BEHAVIOR AT
HYATT REGENCY BALI**

by **Geralda Azalia Sebayang (1915834038)** 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, July 26 2023**

	Name of Examiners	Signature
Head	Dr. Drs. I Ketut Sutama, MA NIP. 196312311989101001	
Member	I Nyoman Rajin Aryana, S.Pd., M.Hum. NIP. 197507042002121002	
Member	Ni Putu Lianda Ayu Puspita, SE., M.Tr.Par NIP. 0008089105	

Acknowledged by,

Head of Tourism 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 Email: poltek@pnb.ac.id

STATEMENT OF ORIGINALITY

The undersigned below,

Name : Geralda Azalia Sebayang
NIM : 1915834038
Study Program : Tourism Business Management
Tourism Department Politeknik Negeri Bali

I hereby declare that my thesis entitled:

THE IMPLEMENTATION OF GREEN TRAINING
TO IMPROVE EMPLOYEES' PRO ENVIRONMENTAL BEHAVIOR
AT HYATT REGENCY BALI

which content is 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, 26th July 2023

Who made the statement,



Geralda Azalia Sebayang

ACKNOWLEDGEMENT

Foremost, I would like to thank God almighty, who has been given His blessing to the writer in completing the thesis entitled “**The Implementation of Green Training to Improve Employees’ Pro-Environmental Behavior at Hyatt Regency Bali**”. The thesis is as one of the requirements for completing the Diploma IV Tourism Business Management Study Program at Tourism Department, Politeknik Negeri Bali. In this occasion, the writer deeply thankful for:

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. Drs. 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 who has been willingly taking her time to give a bunch of guidance during creating the research thesis and providing guidance to complete this thesis.
5. Dr. Drs. I Ketut Utama, MA as the first supervisor who has given guidance to compose and has given her time for counselling, direction, guidelines, advice and input during composing this thesis.
6. Dr. Dra. I Gusti Made Wendri, M.Par. as the second supervisor who has given guidance to compose and has given his time for counselling, direction, guidelines, advice, and input during composing this thesis
7. All Lecturers of Tourism Department for the knowledge and education given to the writer and all the students.
8. Mrs. Yulia Sari as the Director of Human Resources, Mr. I Gede Arif Ardiawan as the Learning and Development Manager and all staff of the Hyatt Regency Bali who have been willingly giving the writer knowledge, information and support in every condition until the writer able to compile this thesis.

9. All parties that can't be mentioned one by one, who always gives their support and help during the process of this thesis.

It has been realized that there is a lot of mistake and error in this thesis. This thesis still needs some critics and suggestions for improvement. And the writer hopes this thesis will be helpful and could be able to give any input or knowledge to the reader, especially for the student in Politeknik Negeri Bali at Tourism Department.

The Writer

Geralda Azalia Sebayang



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

ABSTRACT

Sebayang, Geralda. (2023). The Implementation of Green Training to Improve Employees' Pro-Environmental Behavior at Hyatt Regency Bali. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This thesis has been approved and checked by Supervisor I: Dr. Drs. I Ketut Sutarna, MA and Supervisor II: Dr. dr. I Gusti Made Wendri, M. Par.

Key words: Green Training, Green Human Resources Management, Employees' Pro-Environmental Behavior.

This study aims to determine the implementation of Green Training and analyse the influence of Green Training to improve Employees' Pro-Environmental Behavior at Hyatt regency Bali. The data collection method used is by conducting observations, interviews, questionnaires, documentation and literature studies. To analyse the data of this study using mixed methods with analysis techniques using simple linear regression and processed through the SPSS V.26. The population in this study were all employees who worked at Hyatt Regency Bali, with a total of 384 employees. Using the Slovin formula and the proportional stratified random sampling method, the number of samples that became respondents in this study was 79. The results of this study indicate that the implementation of green training by Hyatt Regency Bali is effective to improve employees' pro-environmental behavior. Based on the simple linear regression analysis used for the coefficient of determination, it shows a value of 0,548, which means that Green Training contributes 54,8% to Employees' Pro-Environmental Behavior. Based on the results of the t-test that has been carried out, it is concluded that the Green Training variable partially has a positive influence on Employees' Pro-Environmental Behavior at Hyatt regency Bali. Based on the indicators of green training it is stated that each indicator has its role in supporting employees' pro-environmental behavior. If each of these indicators is applied optimally, it will have a good impact on employees' pro-environmental behavior at Hyatt regency Bali.

ABSTRAK

Sebayang, Geralda. (2023). The Implementation of Green Training to Improve Employees' Pro-Environmental Behavior at Hyatt Regency Bali. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I: Dr. Drs. I Ketut Utama, MA dan Pembimbing II: Dr. Dra. I Gusti Made Wendri, M.Par.

Kata Kunci: Green Training, Green Human Resources Management, Employees' Pro-Environmental Behavior

Penelitian ini bertujuan untuk mengetahui implementasi Green Training dan menganalisis pengaruh Green Training untuk meningkatkan perilaku pro-lingkungan karyawan di Hyatt regency Bali. Metode pengumpulan data yang digunakan adalah dengan melakukan observasi, wawancara, kuesioner, dokumentasi dan studi kepustakaan. Untuk menganalisis data penelitian ini menggunakan metode penelitian kombinasi dengan teknik analisis menggunakan regresi linier sederhana yang diolah melalui program SPSS V.26. Populasi dalam penelitian ini adalah seluruh karyawan yang bekerja di Hyatt Regency Bali berjumlah 384 karyawan. Dengan menggunakan rumus Slovin dan metode proportional stratified random sampling, maka jumlah sampel yang menjadi responden dalam penelitian ini adalah 79 orang. Hasil penelitian ini menunjukkan bahwa implementasi green training yang diterapkan oleh Hyatt Regency Bali efektif dalam meningkatkan perilaku pro-lingkungan karyawan. Berdasarkan analisis regresi linier sederhana yang digunakan pada koefisien determinasi menunjukkan nilai sebesar 0,548 yang berarti bahwa Green Training memberikan kontribusi dalam mempengaruhi perilaku pro-lingkungan karyawan sebesar 54,8%. Selain itu, berdasarkan hasil uji t yang telah dilakukan, disimpulkan bahwa variabel Green Training secara parsial memiliki pengaruh positif terhadap perilaku pro-lingkungan karyawan. Berdasarkan indikator pada Green Training menyatakan bahwa setiap indikator memiliki peranan masing-masing dalam meningkatkan perilaku pro-lingkungan karyawan. Jika masing-masing indikator tersebut diterapkan secara maksimal maka memberikan dampak yang baik terhadap perilaku pro-lingkungan karyawan.

TABLE OF CONTENTS

COVER	i
TITLE PAGE	ii
REQUIREMENT SHEET	iii
APPROVAL SHEET	iii
VALIDITY SHEET	v
STATEMENT LETTER	vi
ACKNOWLEDGEMENT	vii
ABSTRACT	ix
ABSTRAK	x
TABLE OF CONTENTS	xi
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF APPENDICES	xv
CHAPTER I INTRODUCTION	1
1.1 Background of Study	1
1.2 Problems Statements	4
1.3 Research Objectives	4
1.4 Research Significance	5
1.5 Limitations and Scope of Problems	6
CHAPTER II LITERATURE REVIEW	7
2.1 Conceptual Framework	7
2.2 Empirical Review	19
2.3 Research Hypothesis	26
CHAPTER III RESEARCH METHODOLOGY	28
3.1 Research Setting	28
3.2 Research Object	29
3.3 Variable Identification	29
3.4 Definition of Operational Variable	30
3.5 Data Source and Type	31
3.6 Population and Sample	33
3.7 Data Collection Method	35
3.8 Data Analysis	38
CHAPTER IV RESEARCH FINDINGS AND DISCUSSION	47
4.1 Brief Summary of Research Settings	47
4.2 Research Findings	61

CHAPTER V CONCLUSION AND SUGGESTION	98
5.1 Conclusion.....	98
5.2 Suggestion.....	100
REFERENCES	102
APPENDICES	106



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF TABLES

Table 2 1 Empirical Review.....	24
Table 3. 1 Definition of Operational Variable.....	30
Table 3. 2 Number of Respondent of Hyatt Regency Bali.....	34
Table 3. 3 Likert Scale	37
Table 4. 1 Characteristic Respondent Based on Department.....	73
Table 4. 2 Characteristic Respondent Based on Gender	75
Table 4. 3 Characteristic Respondent Based on Age	75
Table 4. 4 Characteristic Respondent Based on Year of Service.....	76
Table 4. 5 Result of the Validity Test	77
Table 4. 6 Result of Reliability Test Green Training	78
Table 4. 7 Result of Reliability Test Pro-Environmental Behavior	78
Table 4. 8 Result of Reliability Test.....	79
Table 4. 9 Result of the Correlation Test	80
Table 4. 10 Kolmogorov-Smirnov Test One-Sample Normality Test.....	82
Table 4. 11 Result of Heteroscedasticity Test.....	83
Table 4. 12 Result of Linearity Test.....	85
Table 4. 13 Result of Simple Regression Test	86
Table 4. 14 Result of Coefficient of Determination.....	88
Table 4. 15 result of Hypothesis Test (T Test).....	89

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

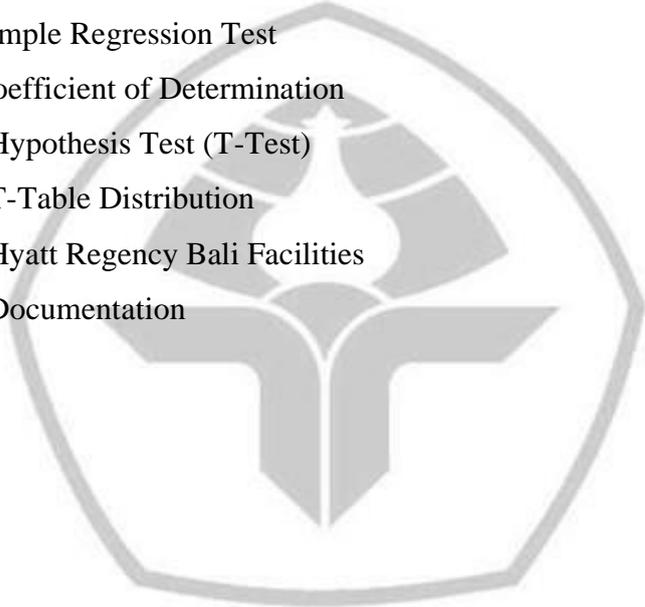
LIST OF FIGURES

Figure 4. 1 Family Suite.....	52
Figure 4. 2 Regency Suite	52
Figure 4. 3 Executive Suite	53
Figure 4. 4 Omang-Omang	54
Figure 4. 5 Pizzeria	54
Figure 4. 6 Piano Lounge	55
Figure 4. 7 Shankha Spa	56
Figure 4. 8 Camp Hyatt.....	56
Figure 4. 9 Organization Structure.....	57
Figure 4. 10 Environmental Sustainability Training.....	63
Figure 4. 11 Reducing Plastic Use Flyer.....	65
Figure 4. 12 Beach Clean-up.....	66
Figure 4. 13 Histogram of Normality Test.....	81
Figure 4. 14 Result of Normality Test (Normal Probability Plot.....	82
Figure 4. 15 Scatterplot.....	84

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF APPENDICES

- Appendix 1.** Research Questionnaire
- Appendix 2.** Interview Guideline
- Appendix 3.** Data Tabulation
- Appendix 4.** Validity Test
- Appendix 5.** Reliability Test
- Appendix 6.** Correlation Test
- Appendix 7.** Classic Assumption Test
- Appendix 8.** Simple Regression Test
- Appendix 9.** Coefficient of Determination
- Appendix 10.** Hypothesis Test (T-Test)
- Appendix 11.** T-Table Distribution
- Appendix 12.** Hyatt Regency Bali Facilities
- Appendix 13.** Documentation



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

CHAPTER I

INTRODUCTION

1.1 Background of Study

The hospitality industry is a part of the tourism sector and has a significant contribution to the growth of the tourism sector. The tourism sector which includes the hospitality industry has continued to grow and diversify, making it one of the fastest-growing economic sectors in the world. The growth of the hospitality industry as one of the major global sectors has a significant impact on the environment. This is evident from the fact that hospitality has been particularly recognized as one of the industries with the highest energy consumption. And due to the nature of their operations, hotels consume a significant number of resources and generate excessive quantities of waste, thus leading to an undesirable carbon footprint (Farooq et al., 2022). The potential for environmental harm will increase with the development of the hotel industry because resources will be used more intensively and the waste produced by hotels will pollute the environment.

The impact of the hotel business activities that can cause damage to the environment resulted in an increase in the preservation of the natural environment awareness. Nowadays, adopting environmental policies and programs to protect the environment became a core pillar in many hotels to deal with environmental issues. The purpose of tourism activities to preserve the environment is mentioned in the Law of the Republic of Indonesia No.10/2009 concerning tourism stated that one of the principles of implementing tourism is preserving nature and the environment so that every tourism entrepreneur and tourist is obliged to maintain the

environment in order to maintain health, cleanliness, beauty, and sustainability. Implementing environmentally friendly practices provides organizations a competitive advantage, affects employee performance, fosters a green culture, and increases customer satisfaction, and as a result of reducing resource and energy waste, businesses' financial performance will also improve.

Green Human Resources Management (GHRM) is regarded as one of the most significant aspects of an organization that has implemented environmentally friendly practices. Green Human Resources Management (GHRM) is also one of the major strategies used by hotels to minimize the potential harm to the environment that they may cause, and also make it easier to implement green policies and strategies through its various practices that have an impact on the environmental performance of the company as a whole. Green Human Resources Management (GHRM) practices are defined as an organization's commitment to environmental protection, and they include a variety of Human Resources Management practices that are all focused on the ecosystem's instability and the ecological repercussions of an organization's economic activity (Nisar et al., 2021).

Reduced resource waste, energy use, and garbage generation are just a few of the numerous effects of Green Human Resources Management (GHRM), which also involves educating employees and customers about the importance of environmental preservation. Additionally, it affects employee behavior and fosters emotional organizational commitment, which boosts employee loyalty to the company and positive perceptions, motivating them to make outstanding performance. In other words, the benefit of adopting Green Human Resources

Management practices in hotels is not only to achieve the goal of profit but includes protecting the environment and increasing green human capital.

Among Green Human Resources Management (GHRM) practices, green training is one of the important aspects that is needed in creating green employees who will support the organization's environmentally friendly policies in order to support achieving sustainable environmental goals. Regarding Green Human Resources Management (GHRM) practices, employees are provided with green training including the needed information, skills, attitudes, and behaviors concerning environmental practices to meet the hotels' environmental targets through increasing employees' awareness of environmental standards, issues and solutions and encouraging them to adopt proactive attitudes and behaviors in the workplace and can enhance environmental awareness among employee and increase their sensitivity to environmental problems (Abuelhassan & Elsayed, 2020).

Hyatt Regency Bali is one of the hotels that has implemented environmentally friendly practices. Hyatt Regency Bali is committed to environmental action with a focus on climate change and water conservation, waste and circularity, responsible sourcing, and thriving destinations. As a global hospitality company serving the community, this commitment is carried out to run its business to create a more sustainable future for the benefit of all parties involved. The environmentally friendly practice is disseminated to employees through green training to improve pro-environmental behavior such as increasing employee awareness and knowledge of environmental issues, building a positive attitude, and taking a proactive

approach to environmental issues. However, there are still problems where some employees do not apply pro-environmental behavior in carrying out their daily activities.

Based on the description above, the writer is interested in conducting a study about the relationship between green training and employee pro-environmental behavior. This study aims to know how the implementation of green training impacts employees' pro-environmental behavior.

1.2 Problems Statements

Based on the description of the background above, the writer formulated the main issues used as the problem as follows:

1. How is the implementation of green training at the Hyatt Regency Bali hotel?
2. How does green training influence the employees' pro-environmental behavior at the Hyatt Regency Bali hotel?

1.3 Research Objectives

Based on the problem identification above, the purpose of this study is as follows:

1. To describe the implementation of green training at the Hyatt Regency Bali hotel
2. To analyze the influences of green training on employees' pro-environmental behavior at the Hyatt Regency Bali hotel.

1.4 Research Significance

This research is expected to provide benefits both theoretically and practically. The benefits to be obtained in this study are as follows:

1.4.1 Theoretical Significances

This study is expected to support other studies theoretically by providing additional information regarding Green Human Resources Management, especially green training practices.

1.4.2 Practical Significances

1. Benefits for Student

For students, it is hoped that this research can provide new knowledge regarding the implementation of green training to improve employees' pro-environmental behavior.

2. Benefits for Politeknik Negeri Bali

This research is expected to be additional information for the student of Politeknik Negeri Bali particularly be the information source for the student in The Tourism Department regarding the sustainability development in the implementation of green training to improve employees' pro-environmental behavior.

3. Benefits for The Company

The result of this study is expected to be useful for Hyatt Regency Bali, especially in the Human Resources Department in evaluating green training practices which can influence employees' pro-environmental behavior.

1.5 Limitations and Scope of Problems

This type of research is a mixed method which is a research method that combines two methods between the quantitative method and the qualitative method to be used together in a research activity, in order to obtain data that is more comprehensive, valid, reliable, and objective. In this study, there are green training as the independent variable and employee pro-environmental behavior as the dependent variable. The indicators of green training are 1) Conducting a number of trainings on the environment for all employees, 2) Every employee has the same opportunity to be trained on environmental issues, 3) Training on the environment is used effectively by all employees, 4) Conduct an evaluation of employee performance after environmental training. And, the indicators of employee pro-environmental behavior are 1) Energy Conservation, 2) Water Saving, and 3) Waste Reduction.

To analyze the independent variable (X) on the dependent variable (Y), this study uses a simple linear regression analysis technique, with this technique a hypothesis can be tested which states that there is a partial and simultaneous effect between the independent variables on the dependent variable.

CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the results of the research already explain on chapter IV about the implementation of green training to improve employees' pro-environmental behavior can be concluded, as follows:

1. The implementation of green training is a kind of training that focus on environmental awareness to raise employees' environmental awareness, knowledge, and skills related to the environment. The training program conducted by the Human Resources Department at Hyatt Regency Bali is carried out to support the "World of Hyatt" campaign, which talks about Hyatt's commitment to advancing environmental action that focuses on climate change and water conservation, waste and circularity, responsible sourcing, and thriving destinations. Based on the results of interviews with the Learning and Development Manager at Hyatt Regency Bali, it can be concluded that Hyatt Regency Bali has implemented Green Training, which can be seen by the training in the form of Environmental sustainability training, where this training emphasizes the employees about the importance of education, awareness, and engagement in order to encourage a sustainable mindset and behavior. And also, there is food waste training, where the purpose of this training is to increase awareness about food waste and provide the employees with the knowledge and skills to reduce food waste. Human Resources Department at Hyatt Regency Bali also provides training in the form of flyers or educational videos that

discuss one topic regarding environmental issues and this content will be shared online to all employees. In addition, Human Resources Department conducts training activity that involves employees directly participating in environmental conservation actions through beach cleaning activity.

2. Based on the research results, it is known that the influence of implementing green training in increasing employees' pro-environmental behavior at the Hyatt Regency Bali has a positive and significant contribution to supporting employees' pro-environmental behavior. This can be seen by the result of the t-count is 9.669 which means that it is more than the value t-table which is 1,668, and the significant value is 0.000 which is less than 0.05, which means that there is a positive and significant influence between Green Training and Employees' Pro-Environmental Behavior. The results of the coefficient of determination by looking at the R Square score explain that the green training variable contributed 54.8% to the employees' pro-environmental behavior variable, while the remaining 45.2% (100%-54.8%) was explained by other variables that are not used in this study. Some indicators of green training such as conducting several trainings on the environment for all employees, every employee having the same opportunity to be trained on environmental issues, training on the environment is used effectively by all employees, conducting an evaluation of employee performance after environmental training, the topics covered in environmental training sessions are suitable and current for the activities of the company, and the content of the environmental training is determined through a systematic analysis of training needs, stated that each indicator has its role to

support employees' pro-environmental behavior at Hyatt Regency Bali and if all indicators from green training are implemented, it can increase employees' pro-environmental behavior.

5.2 Suggestion

Based on the result of the research, discussion, and conclusion that have been described, some suggestions are given to the management of Hyatt Regency Bali and the other researcher.

1. With the positive influence of green training in increasing employees' pro-environmental behavior at Hyatt Regency Bali, the company needs to maintain and improve the implementation of green training so that it can continue to improve employees' pro-environmental behavior. Green training should be an ongoing process, not a one-time event. Provide opportunities for employees to engage in continuous learning and encourage them to stay updated on emerging sustainability trends and best practices. And also, Human Resources at Hyatt Regency Bali must be able to provide a variety of training so that the problem of lack of awareness of employees in carrying out environmental practices can be overcome.
2. The Human Resources Department must provide strict sanctions to employees who disobey environmental practices. Every violation committed by an employee must be reported to the head of the department in a briefing so that the employee receives a warning from their leader. This is done so that every violation of environmental practice is not only carried out by Human Resources, but every Head of Department also has the duty to give a warning, to address

and correct the employee's behavior or actions that are not in alignment with the organization's environmental practices and with the hope that the employee will understand the seriousness of the matter and take corrective actions to avoid further problems. And also, Human Resources must blast every head of the department or any leader to implement pro-environmental behavior because leaders play a vital role in shaping the culture and pro-environmental behavior within an organization. When leaders consistently demonstrate pro-environmental behavior, it sets a positive example for others to follow. With the hope that employees are more engaged and motivated when they see their leaders contribute to environmental protection.

3. The author also provides suggestions to future researchers so that future researchers add research variables that are not in this study so that the picture of the research results is broader. It is better to analyze the other factors of green training or maybe the factor outside the green training that can increase the employees' pro-environmental behavior.

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

REFERENCES

- Abuelhassan, A. E., & Elsayed, Y. N. M. K. (2020). The Impact of Employee Green Training on Hotel Environmental Performance in The Egyptian Hotels. *International Journal on Recent Trends in Business and Tourism*, 4(1), 24–33. <https://ejournal.lucp.net/index.php/ijrtbt/article/view/943>
- Alcock, I., White, M. P., Pahl, S., Duarte-Davidson, R., & Fleming, L. E. (2020). Associations Between Pro-Environmental Behaviour and Neighbourhood Nature, Nature Visit Frequency and Nature Appreciation: Evidence From a Nationally Representative Survey in England. *Environment International*, 136(December 2019), 105441. <https://doi.org/10.1016/j.envint.2019.105441>
- Alnajdawi, S., Emeagwali, O. L., & Elrehail, H. (2017). The Interplay among Green Human Resource Practices, Organization Citizenship Behavior for Environment and Sustainable Corporate Performance: Evidence from Jordan. *Journal of Environmental Accounting and Management*, 5, 171-184. <https://doi.org/DOI:10.5890/JEAM.2017.09.001>
- Andini, P. K., Nyoman, N., Astuti, S., Ketut Budarma, I., & History, A. (2020). Implementation of Green Human Resources Management Through Pro-Environmental Behavior in Alpina Hotel & Spa Chamonix France. *International Journal of Green Tourism Research and Applications*, 2(2), 63. <https://doi.org/http://dx.doi.org/10.31940/ijogtra.v2i2.2069>
- Aniqoh, N., Probosari, N., Sutanto, H., & Kunci, K. (2022). *Pengaruh Green Training, Green Performance Management, dan Green Employee Involvement terhadap Organizational Citizenship Behavior For Environment Pada Karyawan di Waroeng Pohon*. 13–14. <https://doi.org/https://doi.org/10.35313/irwns.v13i01.4244>
- 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. <https://doi.org/http://doi.org/10.4038/sljhrm.v5i1.5624>
- Elziny, M. N. (2019). *The Impact of Green Human Resource Management on Hotel Employees' Eco-Friendly Behavior*. <https://doi.org/10.21608/IJAF.2019.95465>
- Farooq, R., Zhang, Z., Talwar, S., & Dhir, A. (2022). Do Green Human Resource Management and Self-Efficacy Facilitate Green Creativity? A Study of Luxury Hotels and Resorts. *Journal of Sustainable Tourism*, 30(4), 824–845. <https://doi.org/10.1080/09669582.2021.1891239>

- Fatoki, O. (2019). Hotel Employees' Pro-Environmental Behaviour: Effect of Leadership Behaviour, Institutional Support and Workplace Spirituality. *Sustainability (Switzerland)*, 11(15). <https://doi.org/10.3390/su11154135>
- Genty, K. I. (2020). Green Human Resource Management Practices and Organisational Sustainability. *Human Resource Management Practices for Promoting Sustainability*, September, 1–19. <https://doi.org/10.4018/978-1-7998-4522-5.ch001>
- Hossen, Md. M., Begum, M., & Sultana, F. (2018). Managing Human Resource Through Green Policy: Ways Out and Its Implication. *Trikonomika*, 17(2), 49. <https://doi.org/10.23969/trikononika.v17i2.1093>
- Indrawan, R., & Yaniawati, P. (2016). *Metodologi Penelitian Kuantitatif, Kualitatif, dan Campuran untuk Manajemen, Pembangunan, dan Pendidikan* (PT Refika Aditama, Ed.).
- Jabbour, C. J. C. (2015). Environmental Training and Environmental Management Maturity of Brazilian Companies With ISO14001: Empirical Evidence. *Journal of Cleaner Production*, 96, 331–338. <https://doi.org/10.1016/j.jclepro.2013.10.039>
- Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). An Aspirational Framework for Strategic Human Resource Management. *Academy of Management Annals*, 8(1), 1–56. <https://doi.org/10.1080/19416520.2014.872335>
- Khan, A. A., Abbasi, S. O. B. H., Waseem, R. M., Ayaz, M., & Ijaz, M. (2016). Impact of Training and Development of Employees on Employee Performance through Job Satisfaction: A Study of Telecom Sector of Pakistan. *Business Management and Strategy*, 7(1), 29. <https://doi.org/10.5296/bms.v7i1.9024>
- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The Effect of Green Human Resource Management on Hotel Employees' Eco-Friendly Behavior and Environmental Performance. *International Journal of Hospitality Management*, 76(August 2017), 83–93. <https://doi.org/10.1016/j.ijhm.2018.04.007>
- Lynn, P. (2014). Distinguishing Dimensions of Pro-Environmental Behaviour. *Understanding Society Working Paper Series. Colchester: University of Essex, ing Paper*, 2–22. www.econstor.eu
- Miles, M.B, Huberman, A.M, & Saldana, J. (2014). *Qualitative Data Analysis, A Methods Sourcebook* (Edition 3). Sage Publications.

- Mkumbachi, R. L., Astina, I. K., & Handoyo, B. (2020). Environmental Awareness and Pro-Environmental Behavior: A Case of University Students in Malang city. *Jurnal Pendidikan Geografi*, 25(2), 161–169. <https://doi.org/10.17977/um017v25i22020p161>
- Mousa, S. K., & Othman, M. (2020). The Impact of Green Human Resource Management Practices on Sustainable Performance in Healthcare Organisations: A Conceptual Framework. *Journal of Cleaner Production*, 243. <https://doi.org/10.1016/j.jclepro.2019.118595>
- Nawang Sari, L. C., & Sutawidjaya, A. H. (2018). *The Impact of Human Resources Practices Affecting Organization Citizenship Behaviour with Mediating Job Satisfaction in University*. 200, 291–297. <https://doi.org/10.2991/aisteel-18.2018.64>
- Nawang Sari, L. C., & Yanti. (2019). Pengaruh Green Transformational Leadership dan Green Training Terhadap Sustainable Corporate Performance Melalui Employee Green Behaviour: Pendekatan Konsep. *Seminar Nasional Peningkatan Mutu Perguruan Tinggi*, 219–226. <https://publikasi.mercubuana.ac.id/index.php/snpmpt/article/view/7963>
- Nisar, Q. A., Haider, S., Ali, F., Jamshed, S., Ryu, K., & Gill, S. S. (2021). Green Human Resource Management Practices and Environmental Performance in Malaysian Green Hotels: The Role of Green Intellectual Capital and Pro-Environmental Behavior. *Journal of Cleaner Production*, 311(November 2020), 127504. <https://doi.org/10.1016/j.jclepro.2021.127504>
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2016). *Fundamental of Human Resource Management*. In *Human Resource Management*. McGraw-Hill Education. www.mhhe.com
- Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee Green Behavior: A Theoretical Framework, Multilevel Review, and Future Research Agenda. *Organization and Environment*, 28(1), 103–125. <https://doi.org/10.1177/1086026615575773>
- Opatha, H. H. D. N. P. (2013). *Green Human Resource Management: A Simplified Introduction* (Vol. 01, Issue 01). <https://doi.org/10.5539/ibr.v7n8p101>
- Ozkeser, B. (2019). Impact of Training on Employee Motivation in Human Resources Management. *Procedia Computer Science*, 158, 802–810. <https://doi.org/10.1016/j.procs.2019.09.117>
- Pham, N. T., Phan, Q. P. T., Tučková, Z., Vo, N., & Nguyen, L. H. L. (2018). Enhancing The Organizational Citizenship Behavior For The Environment:

The Roles of Green Training and Organizational Culture. *Management and Marketing*, 13(4), 1174–1189. <https://doi.org/10.2478/mmcks-2018-0030>

Pinzone, M., Guerci, M., Lettieri, E., & Huisinigh, D. (2019). Effects of ‘Green’ Training on Pro-Environmental Behaviors and Job Satisfaction: Evidence From the Italian Healthcare Sector. *Journal of Cleaner Production*, 226, 221–232. <https://doi.org/10.1016/j.jclepro.2019.04.048>

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>

Riyanto, S. (2020). *Metode Riset Penelitian Kuantitatif* (Cetakan Pe). DEEPUBLISH (CV. BUDI UTAMA).

Sugiyono. (2014). *Metode Penelitian Kombinasi (Mixed Methods)* (C. Alfabeta, Ed.).

Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif dan kombinasi (mixed methods)*. Bandung : Alfabeta.

Sugiyono, D. (2013). *Metode Penelitian Kuantitatif, Kualitatif, dan RD*.

Suwarno, Y., Laksmiastari, R., & Widyawati, K. (2018). Perancangan Hotel Bintang Tiga dengan Konsep Hospitality di Jakarta Selatan. *Jurnal Desain*, 5(01), 53. <https://doi.org/10.30998/jurnaldesain.v5i01.2179>

Unsworth, K. L., Dmitrieva, A., & Adriasola, E. (2013). Changing Behaviour: Increasing The Effectiveness of Workplace Interventions in Creating Pro-Environmental Behaviour Change. *Journal of Organizational Behavior*, 34(2), 211–229. <https://doi.org/10.1002/job.1837>

Wiratna Sujarweni, V. (2015). *Metodologi Penelitian Bisnis Ekonomi*. Pustaka Baru.

Zhang, H., & Sun, S. (2021). Cognitive Dissonance of Self-Standards: A Negative Interaction of Green Compensation and Green Training on Employee Pro-Environmental Behavior in China. *Psychology Research and Behavior Management*, 14(August), 1399–1418. <https://doi.org/10.2147/PRBM.S325091>