

**UNDERGRADUATE THESIS**

**IMPLEMENTATION OF GREEN HUMAN RESOURCES  
MANAGEMENT TO INCREASE  
EMPLOYEE'S ENVIRONMENTAL AWARENESS  
AT SIX SENSES ULUWATU BALI**



**POLITEKNIK NEGERI BALI**

**Ni Luh Hita Oktaviantari**

**TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
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**Ni Luh Hita Oktaviantari  
NIM 2115834014**

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



**POLITEKNIK NEGERI BALI**

**Ni Luh Hita Oktaviantari  
NIM 2115834014**

**TOURISM BUSINESS MANAGEMENT STUDY PROGRAM  
TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
BADUNG  
2025**

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**Writer**

**Ni Luh Hita Oktaviantari**

JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

## ABSTRACT

Oktaviantari, Ni Luh Hita. (2025). *Implementation of Green Human Resources Management to Increase Employee's Environmental Awareness at Six Senses Uluwatu Bali*. Undergraduated Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This undergraduated thesis has been supervised and approved by Supervisor I: Elvira Septevany, S.S., M.Li, and Supervisor II: Putu Gita Suari Miranti, S.Si., M.Si.

Keywords: Green Human Resources Management (GHRM), Employee Awareness, Green Hotel, Sustainability

This research aims to determine how the implementation of Green Human Resources Management (GHRM) can improve employee environmental awareness at Six Senses Uluwatu Bali. The research covers four main dimensions of GHRM, namely green recruitment and selection, green training and development, green performance assessment, and green reward and compensation. This research uses a quantitative method with a descriptive approach and simple linear regression analysis techniques. Data collection was carried out by distributing questionnaires to 74 respondents selected using the proportionate stratified random sampling technique. The results of the research indicate that the implementation of GHRM has a significant positive effect on increasing employee environmental awareness including knowledge, attitudes, and actions. Although training has been carried out, there are still behaviors that are not in accordance with environmentally friendly values, such as excessive use of electricity and plastic. Therefore, the integration of environmental values into all dimensions of human resource management is important to create a sustainable work culture. This research is expected to provide theoretical contributions to the development of GHRM as well as practical benefits for the hospitality industry in increasing awareness of environmental sustainability.

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## ABSTRAK

Oktaviantari, Ni Luh Hita. (2025). *Implementation of Green Human Resources Management to Increase Employee's Environmental Awareness at Six Senses Uluwatu Bali*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I: Elvira Septevany, S.S., M.Li, dan Pembimbing II: Putu Gita Suari Miranti, S.Si., M.Si.

Kata Kunci: *Green Human Resources Management* (GHRM), Kesadaran Karyawan, Hotel Hijau, Keberlanjutan

Penelitian ini bertujuan untuk mengetahui bagaimana implementasi *Green Human Resources Management* (GHRM) dapat meningkatkan kesadaran lingkungan karyawan di Six Senses Uluwatu Bali. Penelitian mencakup empat dimensi utama GHRM, yaitu *green recruitment and selection*, *green training and development*, *green performance assessment*, serta *green reward and compensation*. Penelitian ini menggunakan metode kuantitatif dengan pendekatan deskriptif dan teknik analisis regresi linier sederhana. Pengumpulan data dilakukan melalui penyebaran kuesioner kepada 74 responden yang dipilih dengan teknik *proportionate stratified random sampling*. Hasil penelitian menunjukkan bahwa implementasi GHRM secara signifikan berpengaruh positif terhadap peningkatan kesadaran lingkungan karyawan yang mencakup pengetahuan, sikap, dan tindakan. Meskipun pelatihan telah dilakukan, masih ditemukan perilaku yang tidak sesuai dengan nilai ramah lingkungan, seperti penggunaan listrik dan plastik secara berlebihan. Oleh karena itu, integrasi nilai-nilai lingkungan ke dalam seluruh aspek manajemen sumber daya manusia menjadi penting untuk menciptakan budaya kerja yang berkelanjutan. Penelitian ini diharapkan dapat memberikan kontribusi teoritis bagi pengembangan GHRM serta manfaat praktis bagi industri perhotelan dalam meningkatkan kepedulian terhadap kelestarian lingkungan.

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# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Research Background**

The increasing global awareness of environmental issues urges companies to adopt sustainable practices and implement eco-friendly policies. Global environmental protection standards require businesses to develop strategies that support environmental sustainability (Ullah, 2017). The tourism industry is very vulnerable to issues, and one issue that is often a significant concern is global warming. The tourism sector plays an essential role in helping to create a safe, green, and environmentally friendly environment. The trend of an environmentally friendly lifestyle has triggered significant changes in the future of the business world, and it is increasingly required to develop environmentally friendly business practices. One of the industries being discussed is the hotel industry, because hotels are considered to produce a lot of environmental impact directly while using the most significant natural resources in sustainable manner (Darmaputra et al., 2020).

The hotel industry remains one of the primary contributors to environmental degradation. One strategic approach includes implementing environmentally sustainable human resource management as a means to achieve organizational excellence and maintain competitiveness within the industry (Isrososiawan et al., 2020). Green human resources management is a strategy to support human resource policies and practices to promote the sustainable utilization of organizational resources, while fostering awareness and commitment toward environmental

sustainability. Green HRM commonly involves minimizing the use of paper across various HR functions, such as recruitment and selection, training, and performance evaluation, to foster environmental responsibility and achieve a sustainable and competitive advantage through employee involvement (Hosain & Rahman, 2016).

The research gap identified in this research highlights that previous research on GHRM has predominantly addressed its implementation in general terms or within the context of large organisations, leaving the hospitality sector largely unexplored. Musofa et al. (2021), one of the studies focused on green human resources management (GHRM) and sought to determine the elements that contribute to GHRM's success in IT firms. Personality, individual expertise, corporate culture, digital transformation, and education and training were some of these elements.

Six Senses Uluwatu Bali is recognized as a hotel firmly committed to sustainability, particularly in preserving the environment. This commitment is evidenced by the Global Sustainable Tourism Council (GSTC) award the hotel received, which can be seen in Appendix 7. To uphold this commitment and maintain its recognition, the management has incorporated environmentally friendly practices into the Standard Operating Procedures (SOP) across all departments, including the Human Resources Department. Several initiatives have been implemented, such as plastic-free training, climate change training (which includes energy conservation topics), routine cleaning blitz activities within the hotel premises, and composting programs. These activities represent the

implementation of Green Human Resources Management (GHRM), which aims to increase employees' environmental awareness.

The implementation of GHRM at Six Senses Uluwatu has not been fully optimized or applied consistently in all areas, including green recruitment and selection, green training and development, green performance appraisal, and green awards and recognition. Based on initial observations, some employees still leave printers on all day when not in use, forget to turn off lights or air conditioners after leaving the room, and still bring plastic bags into the hotel area even though it is prohibited. These behaviours have been observed among employees receiving energy conservation and plastic reduction training. This indicates that the training provided has not yet successfully developed the knowledge, attitudes, and behaviors aligned with environmentally friendly values.

Based on the explanation above, therefore, research is needed on the implementation of green human resources management, so that research with the title Implementation of Green Human Resources Management to Increase Employee Environmental Awareness at Six Senses Uluwatu Bali is conducted

## **1.2 Research Problem**

Based on the background above, the problem formulation in this research is as follows.

1. How is green human resources management implementation at Six Senses Uluwatu Bali?
2. How does the influence of green human resources management increase employee environmental awareness at Six Senses Uluwatu Bali?

### **1.3 Research Objective**

1. To identify green human resources management implementation at Six Senses Uluwatu Bali.
2. To analyze the influence of green human resources management on increasing employee environmental awareness at Six Senses Uluwatu Bali.

### **1.4 Research Significance**

The benefits of this research are as follows.

#### **1. Theoretical Significance**

This research is expected to provide insight and knowledge that combines theory with reality that related with implemenation of green human resources management to increase environmental awareness in hospitality industry.

#### **2. Practical Significance**

##### **a. Benefits for Six Senses Uluwatu Bali**

This study is expected to offer meaningful insights and contribute valuable knowledge to the hospitality industry regarding implementing green human resource management.

##### **b. Benefits for Politeknik Negeri Bali**

The findings of this research are expected to serve as a reference for future students conducting studies on implementing green human resource management to increase employee environmental awareness. Additionally, this research will contribute to the Politeknik Negeri Bali library collection.



### c. Benefits for Writer

This research is expected to expand knowledge and offering fresh perspectives on the implementation of green HRM in the hospitality sector.

## 1.5 Limitation and Scope of Research

The limitation is the research applies a quantitative approach only, using statistical methods such as correlation test, classical assumption test, simple linear regression, T-test, and coefficient of determination. Additionally, using a fixed questionnaire restricts the exploration to only two specific variables, without considering other potential factors that might influence environmental awareness. The research findings are also limited in generalizability, as the research is conducted in a single location with a relatively small sample size of 74 respondents.

The scope is to explore the implementation of green human resources management (GHRM) in increasing employee environmental awareness at Six Senses Uluwatu Bali. This research concerns four key dimensions of GHRM: green recruitment and selection, green training and development, green performance assessment, and green reward and compensation. As the dependent variable, environmental awareness is examined through three dimensions: attitudes, knowledge, and actions. There are 74 employees of Six Senses Uluwatu as respondents, using a structured questionnaire as the primary data collection tool. The questionnaire contains statements related to the two main variables: green human resources management and environmental awareness. This research is conducted over five months from February to July 2025.

## **CHAPTER V**

### **CONCLUSION AND SUGGESTION**

#### **5.1 Conclusion**

Based on the research findings regarding green human resources management (GHRM) at Six Senses Uluwatu Bali, the implementation is already going well in several areas, especially in green recruitment and selection, as well as green training and development. These practices are evident through activities such as paperless recruitment, environmental training, and the inclusion of sustainability topics in onboarding processes. Some areas still require improvement, particularly in green performance assessment and green rewards and compensation. Some employees also continue to display behaviors not aligned with the hotel's green values, such as excessive electricity use and plastic waste.

The simple linear regression analysis results show that GHRM has a significant and positive impact on increasing employee environmental awareness at Six Senses Uluwatu. The correlation coefficient of 0.450 indicates a moderate positive relationship between green human resources management and environmental awareness; there is a meaningful relationship between the two variables, but it is neither very strong nor very weak. The coefficient of determination, in adjusted R value, is 0.652. This means that GHRM can explain 65.2% of employees' environmental awareness variation.

## 5.2 Suggestion

Although all dimensions of GHRM have been implemented effectively, the analysis results show that the green reward and compensation dimension obtained the lowest average score compared to the other dimensions. Therefore, it is recommended that Six Senses Uluwatu Bali management develop a more innovative and integrated reward system, such as a Green Points System. In this system, employees may accumulate points for participating in eco-friendly activities such as reducing plastic use, conserving energy, or attending sustainability training sessions. These points could then be redeemed for incentives such as green shopping vouchers, opportunities for further training, or symbolic recognition such as a “Green Employee of the Month” award.

Since the research shows that GHRM has a significant influence on employee environmental awareness, with a 65.2% contribution based on the adjusted  $R^2$  value, it is recommended that the hotel continue and improve these efforts. Management can support this by holding interactive workshops, green campaigns, or idea-sharing sessions to help employees better understand and care more about the environment. Because the correlation is moderate, it is also a good idea to look at other supporting factors like leadership support, teamwork, and fun green challenges between departments. These actions can help build a stronger and more consistent green culture in the workplace and Six Senses Uluwatu Bali can support environmental goals and builds a strong organizational culture that promote continuous improvement and innovation in sustainable hospitality practices.

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