

UNDERGRADUATE THESIS

**THE IMPLEMENTATION OF GREEN HUMAN RESOURCES
MANAGEMENT TO IMPROVE EMPLOYEE
ENVIRONMENTAL AWARENESS AT RAFFLES BALI**



POLITEKNIK NEGERI BALI

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



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Writer

Adi Ramdan Permana

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

ABSTRACT

Permana, Adi Ramdan. (2025). The Implementation of Green Human Resources Management to Improve Employee Environmental Awareness at Raffles Bali. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor I: Dr. Drs. I Ketut Sutarna, MA., and Supervisor II: Putu Tika Virginiya, S.Pd, M.Pd.

Keywords: *Green Human Resources Management, Employee Environmental Awareness*

This study aims to determine the implementation of green human resources management at Raffles Bali, which consists of green recruitment, green training & development, and green performance management to improve employee environmental awareness. The data collection methods used were observation, documentation, questionnaire, interview, and literature study, with a total sample of 61 people calculated using the Slovin formula, which was carried out using the proportionate stratified random sampling method. The data analysis technique is a mixed-methods design that refers to an explanatory sequential design, where quantitative analysis uses simple linear regression analysis in the first stage and is then analyzed in more depth with qualitative descriptive analysis. The result of this study concludes that Raffles Bali has implemented green human resources management, where the value of the coefficient of determination from quantitative analysis is 40,1%, which means that green human resources management can explain the improvements in employee environmental awareness of 40,1%. However, some areas still need improvement, such as ensuring that all job descriptions include environmental responsibilities, providing more regular and role-specific training, and incorporating sustainability goals more clearly into performance evaluations. Improving these areas would show the hotel's strong support for sustainability and help employees become more responsible in protecting the environment. In the future, through this research, Raffles Bali is expected to be able to set clear environmental responsibilities in job descriptions, improve and customize green training programs, incorporate sustainability into performance evaluations, and continue initiatives like awarding seedlings to outstanding employees.

ABSTRAK

Permana, Adi Ramdan. (2025). *The Implementation of Green Human Resources Management to Improve Employee Environmental Awareness at Raffles Bali*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I: Dr. Drs. I Ketut Sutarna, MA., dan Pembimbing II: Putu Tika Virginiya, S.Pd., M.Pd.

Kata Kunci: *Green Human Resources Management, Employee Environmental Awareness*

Penelitian ini bertujuan untuk mengetahui implementasi *Green Human Resources Management* di Raffles Bali, yang mencakup *green recruitment, green training & development, dan green performance management* dalam meningkatkan kesadaran lingkungan karyawan. Metode pengumpulan data yang digunakan meliputi observasi, dokumentasi, kuesioner, wawancara, dan studi pustaka, dengan jumlah sampel sebanyak 61 orang yang dihitung menggunakan rumus Slovin dan diambil dengan metode *proportionate stratified random sampling*. Teknik analisis data yang digunakan adalah *mixed-methods* dengan pendekatan *explanatory sequential design*, di mana tahap pertama menggunakan analisis kuantitatif melalui regresi linier sederhana, kemudian dianalisis lebih lanjut dengan analisis deskriptif kualitatif. Hasil penelitian ini menyimpulkan bahwa Raffles Bali telah mengimplementasikan *Green Human Resources Management*, di mana nilai koefisien determinasi dari analisis kuantitatif sebesar 40,1%. Artinya, GHRM dapat menjelaskan peningkatan kesadaran lingkungan karyawan sebesar 40,1%. Namun, masih terdapat beberapa aspek yang perlu ditingkatkan, seperti memastikan semua deskripsi pekerjaan mencantumkan tanggung jawab lingkungan, menyediakan pelatihan yang lebih rutin dan sesuai dengan peran masing-masing, serta memasukkan tujuan keberlanjutan secara lebih jelas dalam evaluasi kinerja. Perbaikan pada aspek-aspek tersebut akan menunjukkan dukungan nyata hotel terhadap praktik berkelanjutan dan mendorong karyawan untuk lebih bertanggung jawab dalam menjaga lingkungan. Di masa depan, melalui penelitian ini, Raffles Bali diharapkan mampu menetapkan tanggung jawab lingkungan yang jelas dalam deskripsi pekerjaan, meningkatkan dan menyesuaikan program pelatihan hijau, mengintegrasikan keberlanjutan ke dalam evaluasi kinerja, serta melanjutkan inisiatif seperti pemberian bibit pohon kepada karyawan berprestasi.

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CHAPTER I

INTRODUCTION

1.1. Research Background

Global warming is one of the most serious issues we face today, affecting Indonesia and the entire planet. Shahzad (2017) explains that global warming happens when sunlight passes through the Earth's atmosphere, which acts as a natural filter. About 30% of this sunlight is reflected into space by clouds, airborne particles, and surfaces like ice and water. The oceans, air, and land absorb the rest, causing the planet's temperature to rise. This issue is driven by human behavior that negatively impacts the environment, from minor to major activities (Andini et al., 2020). Some of those activities are excessive water use, electricity wastage, and the use of single-use plastics.

The tourism industry is one sector that has been impacted by global warming due to the actions of its stakeholders. For example, mass tourism, overusing water, and waste from hotels and restaurants contribute to environmental problems. This highlights that those involved in tourism have an important role in supporting environmental health and social responsibility, even though making profits is still the main purpose (Andini et al., 2020). According to Widyarsana et al. (2022), tourism is important to Bali's growth and development. In July 2024 alone, Bali saw a total of 625,665 foreign tourists, an increase of 20,13 percent compared to the previous month (Badan Pusat Statistik Provinsi Bali, 2024). This was the highest number of visitors in several years. With the increase in tourist visits to Bali, the hotel industry has been striving to provide the best possible service to the guests.

They are becoming more competitive, with each hotel aiming to stand out and attract more visitors. The increasing popularity of hotels is linked to concerns about the harmful effects of tourism on the environment. These concerns include loss of income for local communities, pollution, damage to nature, labor issues, too much building, high energy use, overuse of disposable items, and poor waste management, which pollutes water, soil, and air (Graci et al., 2017).

To improve environmental performance, hotels must adopt and be able to adjust their strategies, which require employees to possess strong technical and management skills to be equipped to drive sustainability efforts. This is why Green Human Resources Management (GHRM) comes into play and needs to be implemented. GHRM involves implementing environmentally friendly policies to manage employees. By doing so, GHRM fosters a culture of sustainability within the organization (Safroni et al., 2022). Implementing Green Human Resources Management in the tourism industry is still rare, even though the industry significantly affects both the environment and its employees. Despite its profitability, the tourism sector has yet to widely adopt GHRM practices essential for promoting sustainability (Septiawati et al., 2022). Based on Safroni et al. (2020), GHRM includes green recruitment, green training, and green performance management. This helps improve environmental performance, especially in the hotel industry.

Diva (2024) shows that implementing green human resources management (GHRM) has greatly improved employees' environmental awareness. Environmental awareness means that someone becomes aware and concerned about

the environment. This awareness shows in how they act and behave, such as taking steps to protect or improve the environment (Amos, 2008). According to Amos (2008), four factors that influence environmental awareness: ignorance, poverty, humanity, and lifestyle.

One of the hospitality industries in Badung Regency is Raffles Bali, located at Jalan Karang Mas Sejahtera Number 1A, Jimbaran. Raffles Bali has 10 departments that work together to keep the hotel running smoothly and to ensure guests get the expected service. These departments include Talent & Culture or HR, the room division, which covers Housekeeping, Front Office, Spa & well-being, Engineering, and Security, the Food & Beverage Department, which includes both Food & Beverages Service & Food & Beverage Product, as well as Sales & Marketing, and Finance. As of September, Raffles Bali has 157 staff members: 47 daily workers, and 62 interns, comprising 266 people. Raffles Bali has received the Green Globe Certification and follows its sustainability standard. Green Globe Certification is an international sustainability certification for the tourism and hospitality industry. It recognizes organizations that commit to environmentally friendly practices, support local communities, and manage resources efficiently.

Despite Raffles Bali's outward appearance of sustainability, there are underlying challenges regarding employee awareness and behavior. Many staff members have yet to embrace the hotel's sustainability practices fully. For instance, waste sorting in the employee cafeteria is inconsistent, with used tissues often left behind after showering in the shower room locker despite the availability of towels.



Figure 1. 1. The tissue left behind after showering
Source: Personal Documentation, 2024

Additionally, cigarette butts are frequently littered in the smoking area, despite designated disposal bins.



Figure 1. 2. The cigarette butts are littered in the smoking area
Source: Personal Documentation, 2024

Another issue is a snack vending machine in the cafeteria, which sells bottled water in plastic packaging, encouraging employees to take single-use plastic bottles to their outlets instead of reusable bottles. This contradicts the hotel's sustainability efforts by promoting the use of plastic, which is not environmentally friendly.



Figure 1. 3. The vending machine at the cafeteria Raffles Bali
Source: Personal Documentation, 2024

Based on the phenomenon described and the increasing focus on environmental issues, the writer feels compelled to explore the role of Green Human Resource Management (GHRM) in improving employee awareness of sustainability practices with the title **Implementation Green Human Resources Management in Increasing Employee Environmental Awareness at Raffles Bali.**

1.2. Research Questions

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

1. How is the implementation of green human resources management at Raffles Bali?
2. How does the implementation of green human resources management improve employee environmental awareness at Raffles Bali?

1.3. Research Objectives

Based on the background and the identification of the previous problem, the research objectives can be stated as follows:

1. To analyze the implementation of Green Human Resources Management at Raffles Bali.
2. To analyze the implementation of Green Human Resources Management on improving employee environmental awareness at Raffles Bali.

1.4. Research Significance

This thesis is expected to be beneficial both theoretically and practically. The benefits of the research can be seen in the following details:

1. Theoretical Benefits

This thesis is expected to be able to develop the content for further research and increase insight along with knowledge about green human resources management to improve employee environmental awareness in the tourism industry as well as to analyze the influence that will occur if the entire scope of the tourism industry implements the same thing.

2. Practical Benefits

a. Benefits for student

For the students, the research is expected to provide new knowledge about implementing green human resource management practices to improve employee environmental awareness.

b. Benefits for Politeknik Negeri Bali

This research hoped to be an additional source of information for every student of Politeknik Negeri Bali, especially in the Tourism Department, regarding green human resource management to improve employee environmental awareness in the hospitality industry.

c. Benefits for Raffles Bali

For Raffles Bali, this research is expected to deliver up-to-date information, suggestions, and corrective actions to improve employee environmental awareness through green human resources management to deal with environmental issues.

1.5. Limitations and Scope of Research

The review of the research topic regarding the implementation of green human resources management to improve employee environmental awareness is broad. Therefore, it is necessary to narrow the scope of this study to ensure a specific scope and clear direction. The limitations of this research are as follows:

1. The variables in this research include Green Human Resources Management (GHRM) practices and employee environmental awareness.
2. The indicators for each variable used in this study include:
 - a. Green Human Resources Management: green recruitment and selection, green training and development, and green performance management.
 - b. Employee environmental awareness: knowledge, attitude, and action.
3. This research will examine on employees at Raffles Bali, with representatives from each department.

CHAPTER V

CONCLUSION & SUGGESTION

5.1. Conclusion

According to the previous chapter of Results and Discussion, several conclusions can be drawn from this research regarding the influence of Green Human Resource Management (GHRM) on improving employee environmental awareness at Raffles Bali:

Raffles Bali has begun implementing Green Human Resources Management, demonstrating its commitment to sustainability; however, there is still room for improvement. In recruitment, the hotel already looks for candidates who care about the environment, although not all job descriptions clearly outline their environmental responsibilities. Training on sustainability is provided, but it's not always regular or suited to each department's specific needs. When it comes to performance, some employees are rewarded for eco-friendly actions, and a new program gives a tree seedling to the Best Employee of the Year to promote green behavior. These efforts are not yet done consistently across all departments. With a few improvements, Raffles Bali can strengthen its green human resources management even more.

The implementation of Green Human Resources Management (GHRM) at Raffles Bali, which includes green recruitment, green training and development, and green performance management, has been proven to significantly and positively improving employee environmental awareness. The results of the

quantitative analysis show that GHRM indicates a strong relationship between the two variables. Despite all of that, some areas still need improvement, such as ensuring that all job descriptions include environmental responsibilities, providing more regular and role-specific training, and incorporating sustainability goals more clearly into performance evaluations. Improving these areas would show the hotel's strong support for sustainability and help employees become more responsible in protecting the environment.

5.2. Suggestion

To enhance the implementation of Green Human Resource Management (GHRM) and boost employee environmental awareness, Raffles Bali should focus on several improvements. These include integrating environmental responsibilities into all job descriptions, providing regular and role-specific green training, and formalizing sustainability metrics within performance evaluations and rewards. Initiatives like awarding a rosewood tree seedling to top-performing employees can also promote a culture of appreciation for green behavior.

This study focused on specific components of GHRM, namely green recruitment, training, and performance management, which together explain 40.1% of the variation in employee environmental awareness. This leaves 59.9% influenced by other factors not explored in this research. Future studies should investigate other elements such as organizational culture, green leadership, and employee values, as suggested by previous researchers. Exploring these areas can provide a more comprehensive understanding of what drives environmental awareness in the workplace.

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