

**ANALYSIS OF THE IMPLEMENTATION
GREEN HUMAN RESOURCES MANAGEMENT
IN SUPPORTING ENVIRONMENTAL PERFORMANCE
AT SIX SENSES ULUWATU, BALI**



POLITEKNIK NEGERI BALI

PUTU AYU INDIRA YADNYA

**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2022**

THESIS

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AT SIX SENSES ULUWATU, 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, July 2022

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**ANALYSIS OF THE IMPLEMENTATION
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THESIS

This Thesis is Submitted to Tourism Department of Politeknik Negeri Bali
in Partial Fulfillment of the Requirement for the Degree of Applied Bachelor in Tourism



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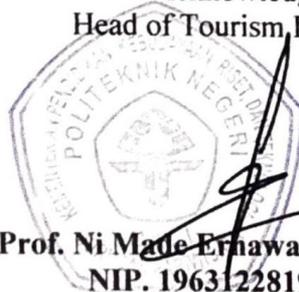
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PREFACE

Praise to the Almighty God, for the blessings and grace I can complete this thesis entitled “Analysis of The Implementation Green Human Resources Management in Supporting Environmental Performance at Six Senses Uluwatu, Bali”. This thesis was made as one of the graduation requirements at the Tourism Department on Politeknik Negeri Bali.

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10. Mr. I Gede Sukarna, ST. and Mrs. Ni Ketut Purnama Dewi, SE., my beloved parent and Made Indra Sulaksana Yadnya, my younger brother, for all the endless love, support, and trust that given to me and become my strength to do my best on this thesis making.

For that with all humility the writer expects some critics and suggestions especially from readers and hope that this thesis could be beneficial for the study as well as development of tourism industry.

Badung, July 2022

The Writer

ABSTRAK

ANALISIS PENERAPAN MANAJEMEN SUMBER DAYA MANUSIA HIJAU DALAM MENDUKUNG KINERJA LINGKUNGAN DI SIX SENSES ULUWATU, BALI

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Sebagai hotel yang mengusung konsep *sustainability*, sangat penting bagi Six Senses Uluwatu, Bali untuk memahami bagaimana *green human resources management* mempengaruhi perilaku ramah lingkungan karyawan, yang pada gilirannya mempengaruhi kinerja lingkungan perusahaan. Hingga saat ini penerapan *green human resources management* belum sepenuhnya diterapkan di Six Senses Uluwatu, Bali, karena masih ada beberapa hal yang menghambat. Penelitian ini bertujuan untuk menganalisis penerapan manajemen sumber daya manusia hijau dan untuk mengetahui bagaimana manajemen sumber daya manusia hijau dapat mendukung kinerja lingkungan di Six Senses Uluwatu, Bali. Penelitian ini menggunakan pendekatan kualitatif dengan teknik analisis data model Miles dan Huberman, yang terdiri dari reduksi data, penyajian data, dan penarikan kesimpulan/verifikasi. Implementasi *Green Human Resources Management* di Six Senses Uluwatu, Bali sejauh ini sudah berjalan 75%. Selain itu, praktik-praktik yang belum dilaksanakan saat ini sedang dalam tahap perencanaan untuk diterapkan di masa yang akan datang. Meski belum sempurna, namun sudah ada proses dalam penerapan manajemen sumber daya manusia hijau yang selalu ditinjau dan ditingkatkan.

Kata kunci: Manajemen Sumber Daya Manusia Hijau, Kinerja Lingkungan, Keberlanjutan.

ABSTRACT

ANALYSIS OF THE IMPLEMENTATION GREEN HUMAN RESOURCES MANAGEMENT IN SUPPORTING ENVIRONMENTAL PERFORMANCE AT SIX SENSES ULUWATU, BALI

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As a hotel that implement the concept of sustainability, it is very important to Six Senses Uluwatu, Bali to understand how green human resources management affects employees' environmentally friendly behavior, which in turn affects the company's environmental performance. Until now, the implementation of green human resources management has not been fully implemented at Six Senses Uluwatu, Bali, because there are still several things that hinder it. This research aims to analyze the implementation of green human resources management and to find out how green human resources management can support the environmental performance at Six Senses Uluwatu, Bali. This research uses a qualitative approach with data analysis techniques Miles and Huberman model, which consists of data reduction, data display, and conclusion drawing/verification. The implementation of Green Human Resources Management at Six Senses Uluwatu, Bali has been running at 75% so far. In addition, practices that have not been implemented are currently in the planning stage to be implemented in the future. Although it is not perfect, there is already a process in implementing green human resources management which is always reviewed and improved.

Keywords: Green Human Resources Management, Environmental Performance, Sustainability.

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CHAPTER I

INTRODUCTION

1.1 Background

Six Senses is a resort founded in 1995, that takes a truly holistic approach to wellness. With a focus, not only on guest health but also on community well-being and destination environmental impact. Sustainability is embedded in the soul of the Six Senses brand, with social responsibility and environmentally conscious efforts at their resorts around the world. Six Senses Uluwatu is the green resort in Bali that is certified by the World Green Council. This is a testament to its strong sustainability prospects.

Six Senses Uluwatu, Bali has implemented a series of sustainability initiatives designed to reduce the energy, water, and waste involved with each guest's stay. The resort actively raises awareness in the local community, about environmental and social responsibility. The company's performance in taking part in preserving the environment is usually called "environmental performance". Environmental performance is measured in the form of a rating by an institution related to the environment. The greater the company's share in environmental activities, the better the company's image for stakeholders. Nowadays, the demands on companies are getting bigger. The company is expected not only to prioritize the interests of management and capital owners (investors and creditors) but also employees, consumers, and the community (Haholongan, 2016).

One of the departments that contributes to preserving the environment is Human Resources. Human resources are one of the most important factors that cannot even be separated from an organization or company. Human resources are also the key that determines the development of the company (Susan, 2019). A myriad of concerns about the environment have been embedded in broader human resource development models and frameworks. Recently, the term green human resource management has emerged to specifically relate human resources management with environmental concerns (Yusliza, et.al, 2017). In the midst of the issue of increasing environmental damage due to the production process, green human resources management is needed to minimize this condition (Purnama & Nawangsari, 2019).

For a company to achieve ecological sustainability, it is very important to understand how green human resources management affects employee's environmentally friendly behavior, which in turn affects the company's environmental performance (Isrososiawan, Rahayu & Wibowo, 2020). The term "green" often means something related to nature, but in this context, it is translated as "environmentally friendly". Green Human Resource is an effort to meet needs that have an impact on the balance between organizational growth to create wealth and protection of the natural environment that allows for building a successful future (Shahriari, et.al, 2019). Green human Resources Management reflects human resources management in environmental management, which emphasizes the role of human resources management in preventing and controlling pollution and protecting the environment in company operations. The concept of green human

resources may include other human resources management practices, such as practices related to strategic, high-performance, and high-commitment human resources management, but green human resources management is different from these constructs in the several ways (Tang, et.al, 2017).

Nowadays, tourists are increasingly smart and selective in choosing hotels that consistently implement environmentally friendly practices (green hotels) by utilizing energy-efficient resources and choosing based on local products or those that are incorporated into the green industry (Sinangjoyo, 2013). Moreover, choosing a green hotel is not only an irreversible trend, but is also, perhaps, an excellent way of balancing consumption and environmental protection. In light of this, establishing a complete environmental evaluation system is a pressing matter for the hotel industry (Hsiao, et.al, 2014). As a hotel that implement the concept of sustainability, Six Senses Uluwatu, Bali certainly has a goal of becoming a green hotel that attracts many tourists.

To achieve that goal, one of the efforts of Six Senses Uluwatu, Bali is to do things that support environmental performance. Some of the things that were done included, food and landscaping waste is fed to chickens and goats, and resort collect the manure for organic garden. Kitchen oil is converted to biodiesel. Grey and black water is treated onsite and then mixed with rainwater catchment for reuse in landscape gardening and fire hydrant storage. Well water from the resort's own source is purified with sand filters and reverse osmosis filters before being bottled on site. One of the departments that also participates in supporting environmental performance at Six Senses Uluwatu Bali is Human Resources. There are several

activities carried out by the Human Resources Department to protect the environment, namely Environmental Wellness, which promotes awareness and improvement of the environment and local communities. Able and empowered to contribute to the greater good, such as plogging in the village or beach near the resort, gardening at the organic garden, and visiting schools in the resort area and giving lessons on the use of plastic. Besides that, another step taken to protect the environment is to enforce a campaign on the host, such as not bringing single-use plastic bottles, using enough electricity and water, reducing paper use and using recycled paper, and having a zero-food waste day every month.

However, until now the implementation of green human resources management has not been fully implemented at Six Senses Uluwatu, Bali. Because there are still several things that hinder it. One of them is the lack of awareness of the employees themselves. Whereas the implementation of green human resources management will have a positive impact on the company as well as on employees (Mandip, 2012). In fact, environmental performance can be defined as a company's success in managing the relationship between its activities, or services, and the natural environment. So, by reducing the environmental impact created by the company's activities, it can improve environmental performance.

Therefore, based on the background, the writer is interested in carrying out this research about “Analysis of The Implementation Green Human Resources Management in Supporting Environmental Performance at Six Senses Uluwatu, Bali”.

1.2 Problems Identification

Based on the description of the background above, the problems identification in this research are:

1. How is the implementation of green human resources management at Six Senses Uluwatu, Bali?
2. How is green human resources management can support the environmental performances at Six Senses Uluwatu, Bali?

1.3 Purpose of The Research

Based on the problem identification, the purposes of this research are as follow:

1. To analyze the implementation of green human resources management at Six Senses Uluwatu, Bali.
2. To find out how green human resources management can support the environmental performance at Six Senses Uluwatu, Bali.

1.4 Benefits of The Research

This research is expected to have benefits both theoretically and practically.

The benefits of this research are as follows:

1. Theoretical Benefits

Theoretically, the results of this research are expected to provide additional information on issues related to green human resources management in supporting the company's environmental performance. This research is also expected to be used as a reference for the next research and be input to the reader.

2. Practical Benefits

Practically, the results of this research are expected to be useful for Six Senses Uluwatu, Bali as a constructive input or contribution to implementing green human resources management in supporting environmental performance.



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CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the result of research that have been done, it can be gotten the conclusion as follows:

1. Six Senses Uluwatu, Bali has started implementing green human resources management currently. Although it is not perfect, there is already a process in implementing green human resources management which is always reviewed and improved. The implementation of Green Human Resources Management at Six Senses Uluwatu has been running at 75% according to Opatha, & Arulrajah (2014). There are four Green Human Resources Management practices that have been implemented (100%) by Six Senses Uluwatu, Bali, namely Green Job Design & Analysis, Green Recruitment, Green Selection, Green Training & Development, and Green Performance Evaluation, and there are two Green Human Resources Management practice not yet implemented perfectly (50%) namely Green Induction and Green Reward Management. Currently, there are still one implementations of Green Human Resources Management that have not been carried out by Six Senses Uluwatu, Bali, that is Green Employee Discipline Management. Not because they don't want to, but because there is no official special regulation made for green employee discipline management. but because there is no official special regulation made for that practice.
2. Although the implementation of Green Human Resources Management is not perfect, but it has been able to help environmental performance at Six Senses

Uluwatu, Bali. Every function of Green Human Resources Management has aided environmental performance, as measured by three indicators: planet, people, and profit. The Planet indicator can be supported by all functions of Green Human Resources Management, which is Green Job Design and Analysis, Green Recruitment, Green Selection, Green Induction, Green Training and Development, Green Performance Evaluation, and Green Reward Management. Then the People indicator can also be supported by all functions of Green Human Resources Management, which is Green Job Design and Analysis, Green Recruitment, Green Selection, Green Induction, Green Training and Development, Green Performance Evaluation, and Green Reward Management. While the profit indicator has not been assisted by all functions of Green Human Resources Management. Until now, the new profit indicator was only assisted by three functions of Green Human Resources Management, namely Green Job Design and Analysis, Green Training and Development, and Green Reward Management. Although not perfect yet, Six Senses Uluwatu, Bali will continue to improve the implementation of the functions of Green Human Resources Management so that all of them can help environmental performance indicators.

5.2 Suggestion

Based on the result of the data analysis and conclusion, the writer proposes some suggestions as follows:

It is very important for everyone (the host) to have a good understanding of the implementation of green human resources management at Six Senses Uluwatu, Bali which will raise more awareness about sustainable ways within the property. This study therefore expands on the importance of regular in-host sustainability training in enhancing the development of each practice in each department. There are still some practices from Green Human Resources Management that have not been implemented by Six Senses Uluwatu, Bali. This is due to a reduction in the absence of official regulations issued by Six Senses. Therefore, my suggestion through this research is that Six Senses Uluwatu, Bali can implement the other Green Human Resources Management practices which is Green Employee Discipline Management, because by practicing that employees begin to have a deterrent effect if they want to violate company regulations regarding the environment. In addition, Six Senses Uluwatu, Bali should start implementing Green Human Resources Management practices that have not been fully implemented, namely Green Induction and Green Reward Management. By implementing these two-green human resource management practices perfectly, the expectation is greater to having the employees who have green behavior for protecting environment.

My other suggestion is that in the future, by perfecting the implementation of green human resource management practices at Six Senses Uluwatu, Bali can also

improve its environmental performance. Environmental Performance will have an impact on the environment and local community. Currently, the practice of green human resources management does not fully support environmental performance. It is better to improve the practice of green human resources management and start carrying out activities that can support every indicator of environmental performance, namely planet, people and profit.



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