

Implementation of Green Human Resource Management at The Royal Pita Maha Resort

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Abstract: This study aims to analyze the implementation and model of green Human Resource Management (HRM) at The Royal Pita Maha Resort. This research was conducted in the Human Resource Department (HRD) at The Royal Pita Maha Resort. The population of this study was all human resources at the Royal Pita Maha Resort. The sample determination method used in this study is a saturated sample technique or a total sample so that as many as 58 people. This research used qualitative analysis. The data analysis technique is a qualitative descriptive data analysis technique, meaning that the data obtained during the study will be systematically deciphered. Data analysis consists of three stages: Data Reduction, Data Presentation, and Conclusion Drawing. The analysis results show that Green HRM implementation at The Royal Pita Maha Resort consists of Green Job Design and Analysis, Green Recruitment & Selection, Green Training and Development, and Green Performance Management. Furthermore, the Green HRM implementation model at The Royal Pita Maha Resort has three stages: stimulus, then the implementation process, and the results of the implementation of green HRM.

Keywords: green human resources management, Royal Pita Maha Resort, green business

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Introduction

Tourism is one of the sectors that have an important role in the Indonesian economy. However, at the beginning of 2020, the world was shaken by the covid-19 virus outbreak, which had a tremendous impact on the life patterns of people in the world, including Indonesia (Djalante et al., 2020; Mimaki et al., 2022). The Indonesian government made various efforts to suppress the spread of the virus, one of which was the large-scale social restriction policy. These social restrictions impact activities in various sectors, including tourism (Ozili & Arun, 2020; Rahma & Arvianti, 2020).

However, in 2021 facing the Covid-19 pandemic by implementing a lifestyle with the New Normal Era (Kohli et al., 2020; Kusumaningrum & Wachyuni, 2020). In implementing the new normal era, various efforts and policies have to increase activities in several sectors, including tourism. The efforts made by the Indonesian government to revive the tourism sector are marked by the government's attention in collaboration with the private sector to the development of tourist destinations and in improving services, especially the availability of accommodation in the tourism sector (Japutra & Situmorang, 2021; Wachyuni & Kusumaningrum, 2020). One such accommodation is the hotel (Assaker et al., 2020).

Along with the many needs of hospitality accommodations in supporting the tourism sector, the concept of hotel development and development is also an important thing that must be considered because of the rampant environmental issues and sustainable development (Antara, 2016). In facing environmental issues and sustainable development, companies or related parties must be able to implement the development and development of hospitality accommodation with the concept of green business by paying attention to the integration of environmental management and human resource management (Irmawati & Nugrahaningsih, 2021). One of the practices that support the green business concept is green Human Resources Management (HRM) (Zurnali & Suharjo, 2020). Human Resource is one of the departments in The Royal Pita Maha Resort, which has an important role in developing human resources that contribute to the hotel's operation. Therefore, human resources are important in supporting a hotel's green HRM practices.

The existence of human resources who have an important role in the practice of green HRM requires hotels to manage resources by making various efforts and having good planning to have a good influence in realizing

the goals and ideals of the hotel (Deshwal, 2015). For example, at The Royal Pita Maha Resort, the efforts made in implementing green HRM are by implementing the saving energy and all resources (reduce-reuse-recycle) Program. The implementation of the program is the use of the licensing system and reporting of hotel documents, facilities online, and recycled paper to reduce the use of paper dining facilities in the canteen that is not disposable and prohibit employees from bringing food from outside for consumption in the hotel canteen, especially food wrapped in single-use paper or plastic media. Another program is planting a variety of plants and trees around the hotel area, reusing damaged linen to be used as dust cloth, recycling liquid waste to irrigate fish ponds, watering plants, and informing job vacancies through the surrounding environment and online media (Cherian & Jacob, 2012; Irmawati & Nugrahaningsih, 2021).

Applying green HRM is very important to impact environmental sustainability and save expenses for the company positively. It is evidenced by one example of the application of wastewater recycling which greatly provides real benefits for The Royal Pita Maha Resort. It is located on the edge of the Ayung river. If it does not recycle the wastewater, it will be discharged into the Ayung river, and of course, it will impact the pollution of the Ayung river water. However, river water pollution will not occur with water waste recycling, and wastewater recycling results can be reused for fish ponds and watering plants to benefit hotels in reducing water procurement expenditures. But in its application, many employees do not understand how to become environmentally friendly employees. Therefore, this study was conducted to analyze the implementation of green HRM and the green HRM implementation model at the Royal Pita Maha Resort.

Method

This research was conducted in the Human Resource Department (HRD) at The Royal Pita Maha Resort. It is a 5-star hotel located on Jalan Raya Kedewatan, Kedewatan Village, Ubud District, Gianyar Regency. The location of this hotel is very convenient because it is far from residential areas, with a distance of about 200 meters from the main highway. This research was conducted from March 2021 to June 2022. The study's objective was to implement Green Human Resource Management at The Royal Pita Maha Resort.

The variables used in this study are the Implementation of green HRM and its implementation model. Four indicators can support the implementation of green HRM, namely green job design and analysis, including recruitment and selection. Green HRM is an HRM policy supporting management and selection, green training and development, and green performance management (Zurnali & Suharjo, 2020).

The population of this study is all human resources at The Royal Pita Maha Resort, which amounts to 58 employees. The population of this study is all human resources at The Royal Pita Maha Resort, which amounts to 58 employees. In this study, the data analysis technique used is a qualitative descriptive data analysis technique, which means that the data obtained during the study will be described systematically. The data acquisition will be taken from more in-depth interviews with the team at The Royal Pita Maha Resort. They know very well the application of green HRM. So from the interview, the author is biased to know how green HRM is applied at The Royal Pita Maha Resort. The data analysis used in this study is divided into three stages: data reduction, serving, and conclusion withdrawal.

Result and Discussion

Respondents in this study are parties who work in Human Resources. The number of respondents used is 58. Based on Table 1, it can be seen that the number of male respondents was 56.90%, and the number of female respondents was 43.10%. Therefore, it indicates that most Human Resources employees at the Royal Pita Maha Resort Hotel are male rather than female. When reviewed based on age categories, the data showed that most Human Resources employees at the Royal Pita Maha Resort Hotel are over 50 years old. Furthermore, the category of respondents with a service period of fewer than 15 years was 39.66%, and respondents with a service life of more than 15 years were 60.34%. Therefore, it indicates that most Human Resources employees at the Royal Pita Maha Resort Hotel have worked for more than 15 years.

This study also interviewed three respondents from the HRD at the Royal Pita Maha Resort. The application of green HRM at The Royal Pita Maha Resort consists of green job design and analysis, recruitment and selection, training and development, and green performance management are explained in Table 2.

Table 1. Characteristics of research respondents

	Category	Number (of people)	Percentage
Gender	Male	33	56.90%
	Female	25	43.10%
	Total	58	100%
Age	<50 Years	26	44.83%
	>50 Years	32	55.17%
	Total	58	100%
Service Life	<15 Years	23	39.66%
	>15 Years	35	60.34%
	Total	58	100%

Source: Data Processed, 2022

Table 2. Green job design and analysis activities at The Royal Pita Maha Resort

No	Question	Already Done		Haven't Done Yet	
		f	%	f	%
1	Has the Company's Vision and Mission paid attention to sustainability and environmental concerns?	58	100%	-	-
2	Has the division of positions integrated elements of environmental performance?	5	8.62%	53	91.38%
3	Have the Company's SOPs paid attention to sustainability and environmental concerns?	58	100%	-	-
4	Has the job desk at your company been integrated with elements of environmental performance?	7	12.07%	51	87.93%
5	Have you communicated the company's policies/ commitments to environmental sustainability during the recruitment process?	50	86.21%	8	13.79%
6	Whether you have included environmental elements in the duties and social responsibilities of employees	52	89.66%	6	10.34%

Source: Data Processed, 2022

Based on Table 2, all Human Resource respondents generally stated that The Royal Pita Maha Resort has carried out design and job analysis activities (green job design and analysis). The green job design and analysis activities carried out by The Royal Pita Maha Resort are by making a Company Vision and Mission that pays attention to sustainability and concern for the environment, then making SOPs by paying attention to sustainability and concern for the environment, and HRD have communicated the company's policies/ commitments to environmental sustainability to the employees.

However, the results of respondents' answers show that two activities related to the application of green job design and analysis had not been carried out optimally, namely the application of job desks to companies that were integrated with elements of environmental performance and the division of positions that integrated elements of environmental performance. However, according to respondents, the application for a green job design and analysis at The Royal Pita Maha Resort have been carried out by including environmental elements in employees' duties and social responsibilities.

Green Recruitment is a recruitment practice in companies that pay attention to environmental aspects. For example, some of the activities in the recruitment at The Royal Pita Maha Resort can be explained as shown in Table 3. It is known that 100% of respondents stated that The Royal Pita Maha Resort has carried out green recruitment activities by including environmental elements in the company's recruitment strategy, conducting a recruitment process through online media to save energy and paper use, then informing that the company will recruit prospective employees who have environmental competence management, and already included an element of knowledge about the environment in job advertisements.

Table 3. Green recruitment activities at The Royal Pita Maha Resort

No	Question	Already Done		Haven't Done Yet	
		f	%	f	%
1	Have you included environmental elements in the company's recruitment strategy	50	86.21%	8	13.79%
2	Have you included environmental elements as one of the recruitment criteria	52	89.66%	6	10.34%
3	Have you carried out the recruitment process through online media to save energy and paper use	51	87.93%	7	12.07%
4	Have you informed us that the company will recruit prospective employees with environmental management competencies?	49	84.48%	9	15.52%
5	Have you included elements of knowledge about the environment in job advertisements?	53	91.38%	5	8.62%

Source: Data Processed, 2022

In the interview, the respondents stated that they practiced green HRM in finding employees online and using offline methods. The media used are newspapers and colleagues by placing advertisements in WhatsApp groups and company employees. Respondents stated that their use of online media is one of the fairly fast ways nowadays to get candidates or prospective employees. Without realizing the company, they have carried out recruitment that pays attention to environmental aspects, or is often referred to as green initiatives (Deshwal, 2015).

The next Human Resource management practice is employee selection. Green selection is an employee selection process where prospective employees are expected to pay attention to the environment, which concerns the company. Some of the activities in selecting employees at The Royal Pita Maha Resort Hotel can be explained in Table 4. Based on Table 4, all Human Resource respondents generally stated that The Royal Pita Maha Resort has carried out green selection activities. The green selection activity carried out by The Royal Pita Maha Resort is to give preference to candidates who are more aware and environmentally friendly or motivated to keep the office or environment environmentally friendly. In addition, HRD has considered candidates who have an interest and concern for the environment, then asked questions related to environmental management during interviews with prospective employees, selected prospective employees who are aware of environmental management, and selected prospective employees who have personally carried out environmental management.

Green training and development educate employees to understand environmental management, work methods to save energy, be environmentally conscious, and solve minimal environmental. Employee induction is usually carried out at the time of the initial entry of employees and through the training program provided by the company. Table 5 shows the responses related to green training and development activities. Based on Table 5, all Human Resource respondents generally stated that The Royal Pita Maha Resort had conducted environmental and environmental development activities (green training and development). The green training and development activities carried out by The Royal Pita Maha Resort with developing employee skills and knowledge about environmental management through training, training to increase environmental awareness in each workforce, and training employees to make the workspace a green space.

The results of this questionnaire stated that The Royal Pita Maha Resort conveyed in the initial training related to the environment, such as energy saving by using lamps, water, and computers. It is also related to the application of paperless, the use of paper back and forth, plastic reduction, employees being asked to bring their drinking places, and the cleanliness of the workroom. It shows that employees feel the company already has a training system connecting education and environmental knowledge with behavior to develop preventive solutions.

Table 4. Green selection activities at The Royal Pita Maha Resort

No	Question	Already Done		Haven't Done Yet	
		f	%	f	%
1	Whether you have given preference to candidates who are more aware and environmentally friendly or who have a strong motivation in keeping the office or environment environmentally friendly	48	82.76%	10	17.24%
2	Have you considered candidates who have an interest in and concern for the environment?	55	94.83%	3	5.17%
3	Have you asked questions related to environmental management during an interview with prospective employees?	50	86.21%	8	13.79%
4	Have you chosen prospective employees who are aware of environmental management?	53	91.38%	5	8.62%
5	Have you chosen prospective employees who have personally carried out environmental management?	56	96.55%	2	3.45%

Source: Data Processed, 2022

Table 5. Green training and development activities at The Royal Pita Maha Resort

No	Question	Already Done		Haven't Done Yet	
		f	%	f	%
1	Have you developed the skills and knowledge of employees about environmental management through training	52	89.66%	6	10.34%
2	Have you provided training to increase environmental awareness in each workforce	51	87.93%	7	12.07%
3	Have you provided training to employees so that they can make the workspace a green space	49	84.48%	9	15.52%
4	Have you provided an education program about the environment for employees?	2	3.45%	56	96.55%
5	Have you implemented job rotation to train employees to understand the environment	10	17.24%	48	82.76%
6	Have you conducted a needs analysis to define the type of training needed in the context of greening	3	5.17%	55	94.83%
7	Have you provided an opportunity to involve employees in solving environmental problems	53	91.38%	5	8.62%
8	Do you provide best practices for environmentally friendly activities?	50	86.21%	8	13.79%
9	Do you provide special training for greening activities for employees?	10	17.24%	48	82.76%
10	Have you allowed everyone in the company to be trained on aspects of environmental management?	51	87.93%	7	12.07%

Source: Data Processed, 2022

Green performance management or green-oriented performance management, companies today must pay attention to environmental factors, so some companies have environmental management systems. Companies are required to meet environmental impact analysis and ISO 14001 regarding the environment. Because of this, the company demands that employees must also pay attention to the environment. Therefore, here is the respondent's answer related to green performance management, as shown in Table 6.

Table 6. Green performance management activities at The Royal Pita Maha Resort

No	Question	Already Done		Haven't Done Yet	
		f	%	f	%
1	Have you established an environmental management information system and environmental audit	50	86.21%	8	13.79%
2	Whether you have integrated the goals and targets of environmental management in the company's performance evaluation system	52	89.66%	6	10.34%
3	Have you mastered the overall environmental performance standards	51	87.93%	7	12.07%
4	Whether you have integrated elements of environmental performance in employee performance appraisals	13	22.41%	45	77.59%
5	Whether you have set environmental goals, targets, and responsibilities	47	81.03%	11	18.97%
6	Have you evaluated/measured environmental performance for each employee	45	77.59%	13	22.41%
7	Do you provide feedback to employees on environmental performance to improve employee performance?	53	91.38%	5	8.62%

Source: Data Processed, 2022

Table 6 shows that 100% of respondents answered that the company established an environmental management information system and environmental audit. It has integrated environmental management goals and targets into the company's performance evaluation system and mastered overall environmental performance standards. It has set environmental targets, targets and responsibilities, carried out evaluations/measurements about each employee's environmental performance and provide employees feedback on environmental performance to improve employee performance. The questionnaire results were supported by respondents' statements in interviews stated that The Royal Pita Maha Resort had set ISO 14001 to protect the environment. So far, the company has tried to meet ISO 14001 but has not included it in the employee performance assessment. Respondents also stated that employees work well if environmental criteria are met or increased.

Discussion

Green HRM is a company policy in sustainably managing human resources by involving environmental aspects of preserving nature in company management. During the issue of increasing environmental damage due to the production process, HRM is needed to minimize these conditions (Jyoti, 2019). Based on the results of interviews with respondents in the field of Human Resources, a Green HRM implementation model was obtained at The Hotel the Royal Pita Maha Resort, consisting of three main parts: stimulus, implementation process, and results, as shown in Figure 1. Based on Figure 1, it can be seen that the implementation model of Green HRM at the Royal Pita Maha Resort has three stages consisting of stimulus, then the implementation process, and the results of the implementation of Green HRM. First, stimulus encourages the subject to do something organizationally and individually (Cherian & Jacob, 2012). Then, some determinants that become drivers or motivators for the organization and employees of the Royal Pita Maha Resort Hotel to behave environmentally friendly are caused by two factors, namely external factors of the organization and internal factors of the organization.

Stimulus from external factors consists of government regulations or regulations in the form of ISO 14001 and government recommendations related to Eco-Resorts, as well as awareness of global environmental ethics. Meanwhile, the stimulus from internal factors is in the form of organizational commitment from The Royal Pita Maha Resort to carry out environmentally friendly activities or behaviors. Furthermore, the two stimulus factors are the impetus for the Royal Pita Maha Resort Hotel to implement the first Green Human

Resource in the form of an integrated organizational vision and mission with environmentally friendly organizational policies and the provision of facilities for environmentally friendly programs.

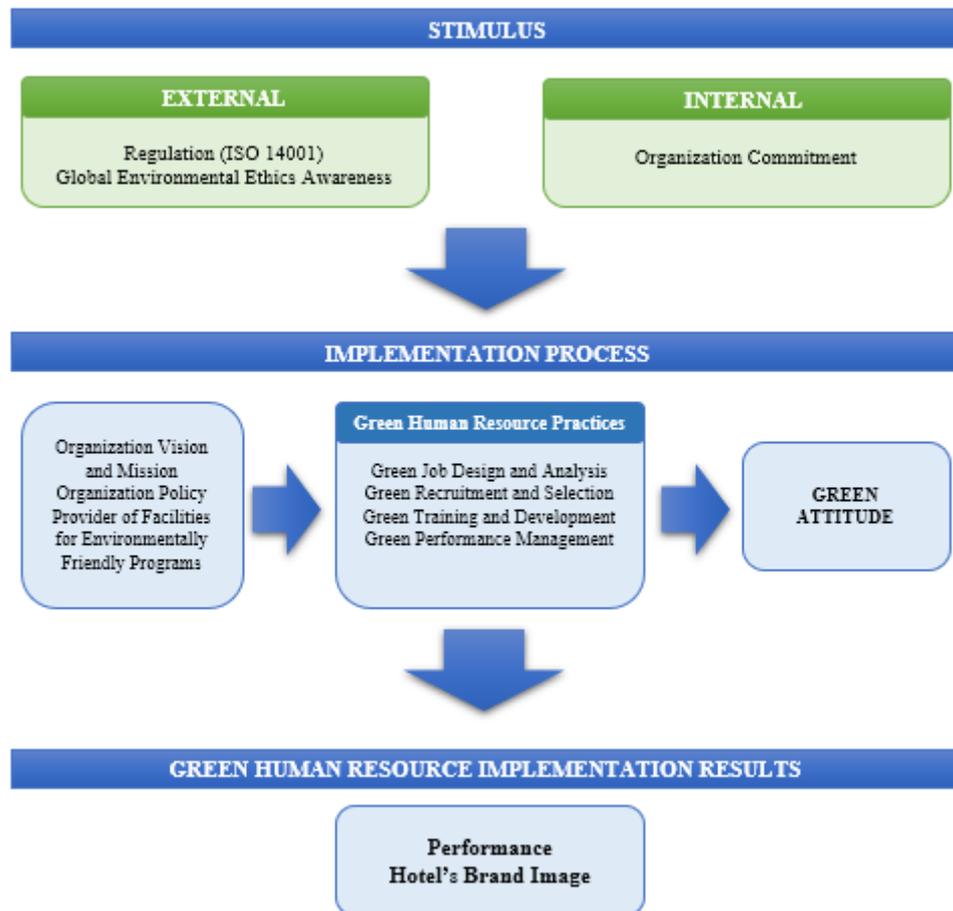


Figure 1. Green HRM implementation model

The Royal Pita Maha Resort conducts Green Human Resource practices in the form of Design and Analysis of Work (Green Job design and analysis), recruitment and selection (Green Recruitment and Selection), Training and Development (Green Training and Development), and Performance Management (Green Performance Management). After the organizational commitment to environmentally friendly behavior is implemented in the practice of Green Human Resource, it is expected that there will be a change in the individual behavior of employees to behave environmentally friendly in the work environment.

The last stage of the Green Human Resource implementation model at The Royal Pita Maha Resort is the result or output. The result or impact of the organizational commitment to green human resource practice and the individual commitment of the Royal Pita Maha Resort Hotel employees to behave environmentally friendly manner has an impact on better employee performance. In addition to producing better performance, the practice of Green Human Resources at the Royal Pita Maha Resort also impacts the image of the company or environmentally friendly organization. The two impacts produced, namely, the performance and image of the organization will certainly support the achievement of a competitive advantage for the Royal Pita Maha Resort.

Conclusion

Green HRM implementation at the Royal Pita Maha Resort consists of Green Job Design and Analysis, Recruitment and Selection, Training and Development, and Performance Management (Green Performance Management). The implementation model of Green Human Resource Management at the Royal Pita Maha Resort Hotel has three stages: stimulus, then the implementation process, and the results of the implementation of Green HRM. The stimulus comes from two factors, namely external and internal factors of the organization. Stimulus from external factors is government regulation or regulation in the form of ISO 14001 and

government recommendations related to Eco-Resort and awareness of global environmental ethics. Meanwhile, the stimulus from internal factors is in the form of organizational commitment from the Royal Pita Maha Resort to carry out environmentally friendly activities or behaviors. As a result, the Royal Pita Maha Resort practices Green Human Resources and ultimately impacts better employee performance and a superior image. It is because the management understands the practice of Green HRM. However, it has not done it fully. There are still points that need to be evaluated and improved environmental factors in green HRM practice, such as integrating elements of environmental performance in employee positions and job desks, then provide educational programs on the environment for employees, conducting a needs analysis to define the types of training necessary in the framework of greening, implement job rotations to train managers in understanding the environment and provide special training for greening activities for employees, as well as integrating elements of environmental performance into their performance appraisal.

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