

**THE IMPLEMENTATION OF GREEN RECRUITMENT AND
GREEN TRAINING AND ITS INFLUENCE ON EMPLOYEE'S
PERFORMANCE IN RELATION TO SUSTAINABLE
ENVIRONMENT AT CONRAD BALI HOTEL**



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**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2022**

THESIS

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TRAINING AND ITS INFLUENCE ON EMPLOYEE’S PERFORMANCE IN
RELATION TO SUSTAINABLE ENVIRONMENT
AT CONRAD BALI HOTEL”

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THESIS

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



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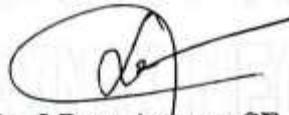
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The writer realize that this study is not perfect yet and aware that there are any deficiencies found on this study. Therefore, on this occasion the writer would like to apologize for the oversight and required some criticism and suggestion to make this study even better in the future.

Badung, July 2022

The Writer

ABSTRAK

IMPLEMENTASI *GREEN RECRUITMENT* DAN *GREEN TRAINING* DAN PENGARUHNYA TERHADAP KINERJA KARYAWAN TERKAIT DENGAN LINGKUNGAN YANG BERKELANJUTAN DI CONRAD BALI HOTEL

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Penelitian yang berjudul “Implementasi *Green Recruitment* dan *Green Training* dan pengaruhnya terhadap kinerja karyawan terkait dengan lingkungan yang berkelanjutan di Conrad Bali Hotel” ini dilakukan dengan tujuan untuk mengetahui pengaruh *green recruitment* dan *green training* terhadap kinerja terkait dengan lingkungan yang berkelanjutan di Conrad Bali Hotel secara parsial dan simultan. Penelitian ini menggunakan landasan teori dan konsep yang relevan yakni teori *green recruitment*, *green training*, dan kinerja lingkungan yang berkelanjutan. Penelitian ini termasuk ke dalam penelitian kuantitatif dengan menggunakan data primer dan sekunder. Metode analisis yang digunakan adalah analisis korelasi berganda, uji asumsi klasik, analisis regresi linier berganda, uji hipotesis (uji t, uji F, dan koefisien determinasi), serta uji analisis statistik koefisien standar beta. Hasil dari penelitian ini menyatakan bahwa *green recruitment* dan *green training* berpengaruh positif secara signifikan terhadap kinerja karyawan terkait dengan lingkungan yang berkelanjutan. Variabel *green recruitment* dan *green training* mempengaruhi variabel kinerja karyawan terkait dengan lingkungan yang berkelanjutan di Conrad Bali Hotel sebesar 83.4% dan sisanya sebesar 16.6% dipengaruhi oleh faktor lain yang tidak diteliti pada penelitian ini.

Kata Kunci : *green recruitment*, *green training*, kinerja lingkungan yang berkelanjutan.

ABSTRACT

THE IMPLEMENTATION OF GREEN RECRUITMENT AND GREEN TRAINING AND ITS INFLUENCE ON EMPLOYEE'S PERFORMANCE IN RELATION TO SUSTAINABLE ENVIRONMENT AT CONRAD BALI HOTEL

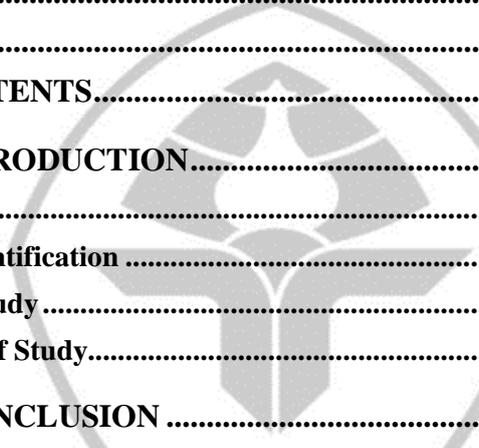
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The study, entitled " The Implementation of Green Recruitment and Green Training and its influence on employee's performance in relation to sustainable environment at Conrad Bali Hotel" was conducted with the aim of finding out the influence of green recruitment and green training on employee's performance in relation to sustainable environment at Conrad Bali Hotel partially and simultaneously. This research uses theoretical base and relevant concepts, namely the theory of green recruitment, green training and sustainable environment performance. This research is included in quantitative research using primary and secondary data. The analytical method used are multiple correlation analysis, classic assumption test, multiple linear regression analysis, hypothesis test (t test, F test, and coefficient determination), and statistical analysis test of standardized coefficients beta. The result showed that green recruitment and green training effect significantly positive. The effect of green recruitment and green training on employee's performance in relation to sustainable environment at Conrad Bali Hotel is 83.4%, while the remaining 16.6% is influenced by other factors outside of this study. This research is expected to be beneficial for related management to improve the green recruitment and green training.

Keyword: green recruitment, green training, sustainable environment performance.

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CHAPTER I

INTRODUCTION

1.1 Background

Over the last few decades, tourism has developed into the topic that is lively discussed. Green tourism sustainability is rising further attention from different stakeholders due to its environmental benefits (Laaroussi et al., 2020). The concept of green tourism would be highly appealing to tourism stakeholder owing to improve sustainable environment performance through adopting effective and environmentally friendly management techniques. Green tourism brings up development in perfect harmony between the natural and socio-culture environment represented by all stakeholder of tourism business.

Tourism is one of major players in international commerce and the fastest growing profitable sector which represent one of the main income sources for numerous developing countries (UNWTO, 2017). Tourism as an activity that involves travelling, in which people are out of their homes in quite a long time. Tourism sector have part to contribute the profitable growth for both of directly and indirectly. In directly is the tourism sector can be a contributor to the foreign exchange, accompanied by the number of foreign tourists arriving. The growing of foreign exchange reserves makes the development process run further easily. Indirectly, the tourism can be suitable to create numerous job opportunities.

Tourism as one of the largest profitable sectors, it is convinced make the tourism industry has numerous of business competition. The era of globalization build many companies compete to maintain their business segment. This condition essential for organization respond to adapt these changes for capable to compete in global competition. Now days the company expected not only focus on increasing profits, but how the company's capability to manage the sustainability of environment.

One of the main issues captures the world attention is to protect the environment and use all being capabilities to make the society stand together to manage this issue. This situation eventually leads to adopt new strategies and practices that protect the environment in general. Greening employees and organizations are a process that encourages both of them to be more friendly with their environment by taking new procedures, practices and activities that would help protect environment.

Human Resource Management (HRM) is a significant side of the management that deals with the majority of valuable assets for the organization. The entire HRM environment is presently being considered in sustainability. The Green Human Resource Management (GHRM) is a significant element of sustainability (Ahmad, 2015). The implementation of GHRM in the tourism industry is still infrequently done, even though the tourism industry has a big impact not only on the profitable sector, but also on human resources and the environment. This is the basic requirements to implement GHRM, especially in the tourism industry.

Conrad Bali Hotel is one of hotel that has implemented environmentally friendly efforts. Conrad Bali Hotel is a 5-star hotel located in Jalan Pratama Tanjung Bena, Badung. This hotel has taken on the role of GHRM through green recruitment and green training. The hotel has implemented a sustainable concept and is trying to raise awareness for employees to be environmentally responsible through green recruitment and green training to increase the sustainable environment performance. One of the implementations of green recruitment and green training is doing the interview using online platform and deep dive the candidate's perspective about environmental awareness. Changing employee's thinking and culture concerning the way of dealing with environmental issues passed through implementing green training programs.

1.2 Problems Identification

Based on the background that have been described, the main issues that used as a problem is follows:

1. What is the implementation of green recruitment and green training on employee's performance in relation to sustainable environment at Conrad Bali Hotel?
2. What is the influence of green recruitment and green training on employee's performance in relation to sustainable environment at Conrad Bali Hotel?
3. Which variable is the most influential variable on employee's performance in relation to sustainable environment at Conrad Bali Hotel?

1.3 Purpose of Study

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

1. To analyze the implementation of green recruitment and green training on employee's performance in relation to sustainable environment at Conrad Bali Hotel.
2. To analyze the influence of green recruitment and green training on employee's performance in relation to sustainable environment at Conrad Bali Hotel.
3. To analyze the most influential variable on employee's performance in relation to sustainable environment at Conrad Bali Hotel.

1.4 Significance of Study

This study is expected to bring some benefit both theoretically and practically. The significances of this study are follows:

1. Theoretical Significance

This study is expected to support other study theoretically by providing additional information regarding GHRM, especially green recruitment and green training practices as one of intermediary on employee's performance in relation to sustainable environment at Conrad Bali Hotel.

2. Practical Significance

The result of this study expected to be useful for Conrad Bali Hotel, especially in Human Resources Department in evaluating of green recruitment and green training practices which can influence on employee's performance in relation to sustainable environment at Conrad Bali Hotel.

CHAPTER V

CONCLUSION

1.1 Conclusion

Based on the results of the research that already explain on the chapter IV about the analysis of sustainable environment performance through the performance of green recruitment and green training at Conrad Bali Hotel can be concluded, as follows:

1. The implementation of green recruitment that has been by Conrad Bali conduct recruitment through applications are invited through online mediums like e-mail, online application therefore the candidate send their CV and application letter through email. Beside that Conrad Bali Hotel attract the green candidate using online pamphlet that has barcode of email company where the candidate can send their CV. The implementation of green training that has been done by Conrad Bali Hotel is conduct green training for all employees at all levels, including management. Conrad Bali Hotel has program travel with purpose that held every week with different topic each training beside that Conrad Bali Hotel also doing training via virtual such as using google meet and microsoft team, therefore can minimize the number of handouts or papers.
2. Green recruitment and green training simultaneously have a positive and significant impact on the sustainable environment performance at Conrad Bali Hotel. This means that increasing green recruitment and green training will improve the sustainable environment performance at the Conrad Bali Hotel. The implication of this research indicates that sustainable environment

performance at Conrad Bali Hotel is still being improved in various ways, one of them by doing the recruitment via online and improved their all level of employees about awareness of environmental through training that can increase the sustainable environment performance.

3. Based on the result of standardized coefficients beta analysis where the green recruitment variable has the lowest value of 0.292 and the green training variable has the highest value of 0.710. So, it can be concluded that the green training variable has the most dominant value affecting the sustainable environment performance of Conrad Bali Hotel. This can be good step a head for management to maintain and improve their training program such as invite environmentalist and keep doing practice every week about reduce waste activities. Because Green Training & Development has more initiative and intensity for example when we conducting training we do every week and with different topic with practice such as we training about eco enzyme and we do the practice the employee will got a skill and knowledge about green

1.2 Suggestion

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

1. For the Management of Conrad Bali Hotel

- a. Based on the indicator of the green recruitment variable that has a below average value, namely: The management use green employer branding to attract green employees with an average of 4.30. This shows that attracting environmentally friendly candidates using green criteria is not very

appropriate. The management of Conrad Bali Hotel should increase the branding of company through promotion. The management can use several promotion media, such as using pamphlet, posters, advertisements, and social media. Nowadays many people are interested in something that is offered on social media, especially on Instagram.

- b. Based on indicators of green training variables that have below average values, namely: Management develops environmental management training programs to increase environmental awareness, skills and expertise of employees with an average of 4.17 and Management has green knowledge management (linking environmental education and knowledge with behavior to develop prevention solutions) with an average of 4.13. This shows that developing training programs in the environment and linking environmental education and knowledge with behavior has not been maximized in developing prevention solutions. The management should increase the type of training such giving training and do practice in same time example about giving training about waste management and do practice that the waste can be processed to be eco enzyme annually.

2. For other Researcher

- a. This research was only conducted with the limit of sustainable environment performance with two independent variables (green recruitment and green training). The researcher hopes that other researchers can conduct the research more than the green recruitment and green training as the independent variable and using the sustainable environment performance in general as the dependent variable.

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