

UNDERGRADUATE THESIS

THE IMPLEMENTATION OF
GREEN HUMAN RESOURCE MANAGEMENT PRACTICES
TO IMPROVE GREEN INTELLECTUAL CAPITAL
AT THE APURVA KEMPINSKI BALI



POLITEKNIK NEGERI BALI

I PUTU ANJISKA PRATAMA JAYA

TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2023

UNDERGRADUATE THESIS

THE IMPLEMENTATION OF
GREEN HUMAN RESOURCE MANAGEMENT PRACTICES
TO IMPROVE GREEN INTELLECTUAL CAPITAL
AT THE APURVA KEMPINSKI BALI



POLITEKNIK NEGERI BALI

I PUTU ANJISKA PRATAMA JAYA
SIN. 1915834016

TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2023

UNDERGRADUATE THESIS

**THE IMPLEMENTATION OF
GREEN HUMAN RESOURCE MANAGEMENT PRACTICES
TO IMPROVE GREEN INTELLECTUAL CAPITAL
AT THE APURVA KEMPINSKI BALI**

**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

**I PUTU ANJISKA PRATAMA JAYA
SIN. 1915834016**

**TOURISM BUSINESS MANAGEMENT STUDY PROGRAM
TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2023**

UNDERGRADUATE THESIS APPROVAL SHEET

THE IMPLEMENTATION OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES TO IMPROVE GREEN INTELLECTUAL CAPITAL AT THE APURVA KEMPINSKI BALI

This Undergraduate Thesis has been approved by the Supervisors and the Head of Tourism Department of Politeknik Negeri Bali on Wednesday, 26th July 2023

Supervisor I,



I Gusti Agung Mas Krisna
Komala Sari, S.Si, M.Si
NIP: 198809282014042001

Supervisor II,



Ni Nyoman Sri Astuti, SST.Par., M.Par.
NIP: 198409082008122004

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

Acknowledged by,
Head of Tourism Department
Politeknik Negeri Bali,



Prof. Ni Made Ernawati, MATM., Ph.D
NIP. 196312281990102001

UNDERGRADUATE THESIS VALIDITY SHEET

This undergraduate thesis entitled:

**THE IMPLEMENTATION OF
GREEN HUMAN RESOURCE MANAGEMENT PRACTICES
TO IMPROVE GREEN INTELLECTUAL CAPITAL
AT THE APURVA KEMPINSKI BALI**

By I Putu Anjiska Pratama Jaya (SIN 1915834016) has been successfully defended in front of the Board of Examiners and accepted as partial fulfilment of the requirements for the Applied Bachelor's Degree of Tourism Business Management in Undergraduate Thesis Examination on Wednesday, 26th July 2023

| | Name of Examiners | Sign |
|--------|---|---|
| Head | I Gusti Agung Mas Krisna Komala Sari, S.Si, M.Si NIP. 198809282014042001 |  |
| Member | Drs. Budi Susanto, M.Par NIP. 196009251989031001 |  |
| Member | Elvira Septevany, S.S., M.Li NIP. 198909262019032017 |  |

POLITEKNIK NEGERI BALI

Acknowledged by,
Head of Tourism Department,
Politcnik Negeri Bali



Prof. Ni Made Ernawati, MATM., Ph.D
NIP. 196312281990102001



POLITEKNIK NEGERI BALI

KEMENTERIAN PENDIDIKAN, KEBUDAYAAN,
RISET, DAN TEKNOLOGI
POLITEKNIK NEGERI BALI

Jalan Kampus Bukit Jimbaran, Kuta Selatan, Kabupaten Badung, Bali – 80364

Telp. (0361) 701981 (hunting) Fax. 701128

Laman: www.pnb.ac.id Email: poltak@pnb.ac.id

STATEMENT LETTER

The undersigned below,

Name : I Putu Anjiska Pratama Jaya

NIM : 1915834016

Study Program : Tourism Business Management

Tourism Department Politeknik Negeri Bali

I hereby declare that my undergraduate thesis entitled:

**THE IMPLEMENTATION OF GREEN HUMAN RESOURCE
MANAGEMENT PRACTICES TO IMPROVE GREEN INTELLECTUAL
CAPITAL AT THE APURVA KEMPINSKI 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, 26th July 2023

Who made the statement,



I Putu Anjiska Pratama Jaya

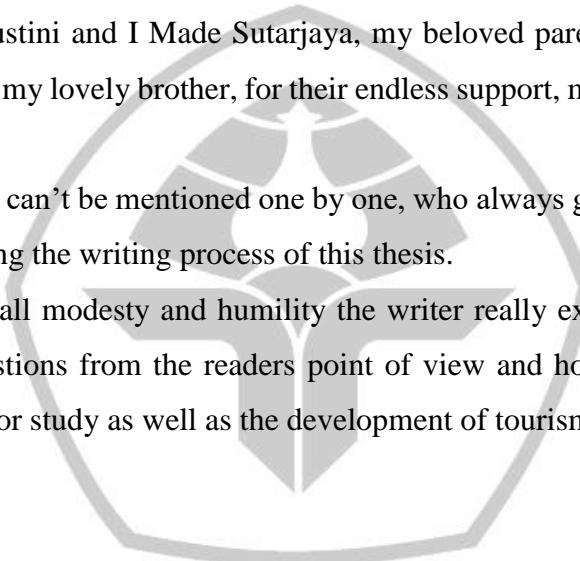
ACKNOWLEDGEMENT

Foremost, the writer would like to thank God, Ida Sang Hyang Widhi Wasa for has been given His every blessing, grace, and peace for the writer to completing a thesis. This thesis entitled "**The Implementation of Green Human Resource Management Practices to Improve Green Intellectual Capital at The Apurva Kempinski Bali**". This thesis is submitted to fulfill one of the terms to get a bachelor thesis of Diploma IV Tourism Business Management in the Tourism Department at Politeknik Negeri Bali. On this occasion, the writer would like to give a big thank to those who have provided amazing support, guidance, and suggestions to improve this thesis, they are:

1. I Nyoman Abdi, S.E., M.eCom., as a Director of Politeknik Negeri Bali, who has provided facilities during the learning process and given the writer an opportunity to gain knowledge at Politeknik Negeri Bali.
2. Prof. Ni Made Ernawati, MATM., Ph.D., as a Head of Tourism Department in Politeknik Negeri Bali, for the guidance during the writer's study period.
3. Dr. Gede Ginaya, M.Si., as a Secretary of Tourism Department in Politeknik Negeri Bali who has given direction to the writer.
4. Dra. Ni Nyoman Triyuni, M.M., as a Head of Tourism Business Management for the guidelines, time, motivation, spirit, and direction to complete this proposal.
5. Ni Luh Eka Armoni, S.E., M.Par., as a Training Coordinator who has provided suggestions and tips for the writer in the training program.
6. I Gusti Agung Mas Krisna Komala Sari, S.Si, M.Si., as a Supervisor I have been willingly helping the writer by taking her time to guide the writer during creating this proposal until completed the proposal.
7. Ni Nyoman Sri Astuti, SST.Par., M.Par., as a Supervisor II who has provided motivation, suggestion, spirit, guidance, and direction to complete this proposal
8. All of the Lecturers of Tourism Department who have provided knowledge to the writer during the period of learning process in Tourism Department.

9. Mr. Vincent Guironnent as a General Manager and Mr. Amit Kumar as a Hotel Manager, who have given the writer opportunity to be a trainee at The Apurva Kempinski Bali.
10. Mrs. Virmigia Risnayani as a Director of Human Resource, Mrs. Desi Wulandari as an Assistant Human Resource Manager, Mr. Harrison Tompodung as Director of People Training and Quality Management, and Wayan Riza Irnanda as Human Resource Supervisor, and all staff of The Apurva Kempinski Bali who have allowed the writer to do this research and provided valuable information that related to this research.
11. Ni Wayan Roustini and I Made Sutarjaya, my beloved parents, I Kadek Yona Prandika Jaya, my lovely brother, for their endless support, motivation, and love to the writer.
12. All parties that can't be mentioned one by one, who always give their support to the writer during the writing process of this thesis.

For that, with all modesty and humility the writer really expects any valuable critics and suggestions from the readers point of view and hopes that this thesis could beneficial for study as well as the development of tourism industry.



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI
I Putu Anjiska Pratama Jaya

ABSTRACT

Jaya, I Putu Anjiska Pratama (2023), The Implementation of Green Human Resource Management Practices to Improve Green Intellectual Capital at The Apurva Kempinski Bali Thesis: Tourism Business Management Study Program, Tourism Department, Bali State Polytechnic

This thesis has been approved and examined by Supervisor I: I Gusti Agung Mas Krisna Komala Sari, S.Si, M.Si., and Supervisor II: Ni Nyoman Sri Astuti, SST.Par., M.Par,

Keywords: *green human resource management practices, green intellectual capital*

This study aims to determine the implementation as well as the influence of green human resource management practices at The Apurva Kempinski Bali which consists of green hiring, green training and development, and green discipline management to improve green intellectual capital and determining which factors of green human resource management practices are the most dominant in improving green intellectual capital. The data collection methods used were observation, documentation, questionnaire, interview, and literature study with a total sample of 87 people calculated using the slovin formula which was carried out using the proportionate stratified random sampling method. The data analysis technique is mix method design refers to explanatory sequential design, where quantitative analysis uses multiple linear regression analysis in the first stage and then analyzed in more depth with qualitative descriptive analysis. The results of this study conclude that The Apurva Kempinski Bali has implemented green human resource management practices, where the value of the coefficient of determination from quantitative analysis is 74.4%, this means that green hiring, green training and development, and green discipline management can explain the increase in green intellectual capital of 74.4%. The dominant factor based on the effective contribution value shows that green discipline management has the highest score of 40.2%, followed by green training and development with a value of 20.0%, and green hiring which only contributes 14.2%, this phenomenon caused by the stipulation of clear environmental regulations by The Apurva Kempinski Bali in the form of a company regulation book, the existence of a progressive disciplinary system through the controlling function, then imposing relevant sanctions in any kind of environmental breaches. In the future, through this research, The Apurva Kempinski Bali is expected to be able to set environmental standard criteria for each position needed/vacant and to intensify green training so that the percentage of green hiring and green training and development can be further increased.

ABSTRAK

Jaya, I Putu Anjiska Pratama (2023), The Implementation of Green Human Resource Management Practices to Improve Green Intellectual Capital at The Apurva Kempinski Bali. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I: I Gusti Agung Mas Krisna Komala Sari, S.Si, M.Si., dan Pembimbing II: Ni Nyoman Sri Astuti, SST.Par., M.Par,

Kata Kunci: *Green Human Resource Management Practices, Green Intellectual Capital*

Penelitian ini bertujuan untuk mengetahui implementasi sekaligus pengaruh dari *green human resource management practices* di The Apurva Kempinski Bali yang terdiri dari *green hiring*, *green training and development*, dan *green discipline management* dalam meningkatkan *green intellectual capital* serta menentukan faktor dari *green human resource management practices* manakah yang paling dominan dalam meningkatkan *green intellectual capital*. Metode pengumpulan data yang digunakan adalah observasi, dokumentasi, kuisioner, wawancara, dan studi pustaka dengan jumlah sampel sebanyak 87 orang dihitung dengan rumus slovin yang dilakukan dengan metode *proportionate stratified random sampling*. Teknik analisis data yakni *mix method design* merujuk pada *explanatory sequential design*, dimana analisis kuantitatif dengan menggunakan analisis regresi linear berganda pada tahap pertama kemudian dianalisa secara lebih mendalam dengan analisis deskriptif kualitatif. Hasil penelitian ini menunjukkan bahwa The Apurva Kempinski Bali sudah mengimplementasikan *green human resource management practices*, yang mana nilai dari koefisien determinasi dari analisis kuantitatif sebesar 74,4%, hal ini berarti *green hiring*, *green training and development*, dan *green discipline management* dapat menjelaskan meningkatnya *green intellectual capital* sebesar 74,4%. Faktor dominan berdasarkan nilai sumbangannya efektif menunjukkan bahwa *green discipline management* memiliki nilai tertinggi sebesar 40,2%, lalu diikuti oleh *green training and development* dengan nilai sebesar 20,0%, serta *green hiring* yang hanya berkontribusi sebesar 14,2%, fenomena ini disebabkan oleh ditetapkannya tata tertib lingkungan yang jelas oleh The Apurva Kempinski Bali dalam bentuk buku peraturan perusahaan, adanya sistem disiplin progresif melalui fungsi pengawasan, kemudian menjatuhkan sanksi yang relevan jika terjadi pelanggaran. Kedepannya, melalui penelitian ini The Apurva Kempinski Bali diharapkan dapat menetapkan kriteria standar lingkungan untuk setiap posisi yang dibutuhkan/lowong serta lebih menggencarkan pelatihan hijau agar persentase dari *green hiring* dan *green training and development* bisa lebih ditingkatkan.

TABLE OF CONTENTS

| | |
|---|-------------|
| COVER | i |
| TITLE PAGE | ii |
| REQUIREMENT SHEET..... | iii |
| APPROVAL SHEET | iv |
| VALIDITY SHEET | v |
| STATEMENT LETTER | vi |
| ACKNOWLEDGEMENT..... | vii |
| ABSTRACT | ix |
| ABSTRAK | x |
| TABLE OF CONTENTS..... | xi |
| LIST OF TABLES | xiii |
| LIST OF FIGURES | xv |
| LIST OF APPENDICES | xvi |
| CHAPTER I INTRODUCTION..... | 1 |
| 1.1 Research Background | 1 |
| 1.2 Problems of the Research | 5 |
| 1.3 Purposes of the Research..... | 5 |
| 1.4 Benefits of the Research | 5 |
| 1.4.1 Theoretical Benefits | 5 |
| 1.4.2 Practical Benefits..... | 6 |
| 1.5 The Systematic of Writing | 6 |
| CHAPTER II LITERATURE REVIEW..... | 8 |
| 2.1. Theoretical Basis | 8 |
| 2.1.1. Implementation..... | 8 |
| 2.1.2. Improve | 9 |
| 2.1.3. Hotel | 9 |
| 2.1.4. Green Human Resource Management Practices | 10 |
| 2.1.5. Green Intellectual Capital..... | 19 |
| 2.1.6. Linear Regression Analysis..... | 23 |
| 2.2. Previous Research | 28 |
| 2.3. Hypothesis | 33 |
| CHAPTER III RESEARCH METHODOLOGY | 35 |
| 3.1. Location and Period of Research..... | 35 |
| 3.2. Research Object..... | 35 |
| 3.3. Variable Identification..... | 36 |
| 3.3.1. Independent Variable | 36 |

| | |
|---|------------|
| 3.3.2. Dependant Variable | 36 |
| 3.4. Definition of Operational Variable..... | 36 |
| 3.5. Types and Data Source | 39 |
| 3.5.1. Types of Data | 39 |
| 3.5.2. Source of Data..... | 40 |
| 3.6. Population and Sample..... | 41 |
| 3.6.1. Population..... | 41 |
| 3.6.2. Sample..... | 41 |
| 3.7. Method of Collecting Data | 44 |
| 3.7.1. Observation | 44 |
| 3.7.2. Documentation | 44 |
| 3.7.3. Questionnaire | 44 |
| 3.7.4. Interview..... | 45 |
| 3.7.5. Literature Study..... | 45 |
| 3.8. Data Analysis Technique..... | 46 |
| 3.8.1. Quantitative Analysis | 46 |
| 3.8.2. Qualitative Descriptive Analysis..... | 54 |
| CHAPTER IV RESULT & DISCUSSION..... | 55 |
| 4.1. General Description..... | 55 |
| 4.1.1 Brief History of Kempinski..... | 56 |
| 4.1.2 Business Field | 58 |
| 4.1.3 Hotel Facilities | 58 |
| 4.1.4 Organization Chart | 62 |
| 4.2. Result and Discussion | 66 |
| 4.2.1. The Implementation of Green Human Resource Management Practices at The Apurva Kempinski Bali | 66 |
| 4.2.2. The Influence of Green Human Resource Management Practices in Attempt to Improve Green Intellectual Capital at The Apurva Kempinski Bali..... | 85 |
| CHAPTER V CONCLUSION & SUGGESTION | 114 |
| 5.1. Conclusion | 114 |
| 5.2. Suggestion | 115 |
| REFERENCE | 117 |
| APPENDICES | 125 |

LIST OF TABLES

| | |
|--|-----|
| Table 3.1. Identification of Variable and Indicator | 37 |
| Table 3. 2. Number of Respondent at The Apurva Kempinski Bali | 43 |
| Table 4. 1. Decision Scale Vulnerability | 67 |
| Table 4. 2. Implementation Analysis of Green Hiring (X1) | 68 |
| Table 4. 3. Implementation Analysis of Green Training & Development (X2) ... | 74 |
| Table 4. 4. Implementation Analysis of Green Discipline Management (X3) | 79 |
| Table 4. 5. Implementation of Independent Variable Total Rating | 84 |
| Table 4. 6. Result of Validity Test | 86 |
| Table 4. 7. Result of Reliability Test Green Hiring | 88 |
| Table 4. 8. Result of Reliability Test Green Training and Development | 89 |
| Table 4. 9. Result of Reliability Test Green Green Discipline Management | 89 |
| Table 4. 10. Result of Reliability Test Green Intellectual Capital | 89 |
| Table 4. 11. Characteristic of Respondent Based on Department..... | 90 |
| Table 4. 12. Characteristic of Respondent Based on Gender..... | 91 |
| Table 4. 13. Characteristic of Respondent Based on Year of Service | 91 |
| Table 4. 14. Result of Simple Correlation Test Green Hiring (X1) and Green Intellectual Capital (Y)..... | 93 |
| Table 4. 15. Result of Simple Correlation Test Green Training and Development (X2) and Green Intellectual Capital (Y)..... | 93 |
| Table 4. 16. Result of Simple Correlation Test Green Discipline Management (X3) and Green Intellectual Capital (Y)..... | 94 |
| Table 4. 17. Result of Multiple Correlation Test | 95 |
| Table 4. 18. Normality Test – Monte Carlo | 97 |
| Table 4. 19. Multicollinearity Test..... | 98 |
| Table 4. 20. Heteroscedasticity Test | 99 |
| Table 4. 21. Linearity Test of Green Hiring..... | 100 |
| Table 4. 22. Linearity Test of Green Training and Development | 100 |
| Table 4. 23. Linearity Test of Green Discipline Management..... | 101 |
| Table 4. 24. t-test..... | 102 |
| Table 4. 25. F-test..... | 103 |

| | |
|--|-----|
| Table 4. 26. Multiple Linier Regression Test Result (Regression Modeling) | 104 |
| Table 4. 27. Coefficient of Determination Test Result | 106 |
| Table 4. 28. Effective Contribution Test..... | 107 |



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF FIGURES

| | |
|---|-----|
| Figure 2. 1. Theoretical Framework..... | 33 |
| Figure 4. 1. Grand Staircase..... | 55 |
| Figure 4. 2. Grand Deluxe Room | 59 |
| Figure 4. 3. Specialty Suites..... | 59 |
| Figure 4. 4. Exclusive Villas | 60 |
| Figure 4. 5. Organizational Chart of Human Resource Department | 63 |
| Figure 4. 6. Hygiene Officer Advertisement..... | 69 |
| Figure 4. 7. Main Environmental Knowledge for Applicant | 70 |
| Figure 4. 8. CHSE-S Certificate..... | 71 |
| Figure 4. 9. Statue of Jalak Bali | 72 |
| Figure 4. 10. Green Concept Promotion on Employee's Social Media | 73 |
| Figure 4. 11. ERT & Earth Check Training, Green Escape, and No-Bin Day Poster..... | 75 |
| Figure 4. 12. Green Warrior..... | 76 |
| Figure 4. 13. Earth Check Training Topics..... | 77 |
| Figure 4. 14. Beach Cleaning by Green Warrior | 78 |
| Figure 4. 15. Environmental and Sustainability Policy..... | 81 |
| Figure 4. 16. Green Discipline Management Warning System | 82 |
| Figure 4. 17. Company Book Regulation | 83 |
| Figure 4. 18. Rules of Green Conduct Refreshment | 109 |
| Figure 4. 19. Enthusiasm of ERT & Earth Check Training | 110 |
| Figure 4. 20. Green Warrior Logo | 111 |
| Figure 4. 21. Reverse Osmosis and Electric Buggy Charger | 111 |
| Figure 4. 22. Celebrate World Environment Day | 113 |

LIST OF APPENDICES

| | |
|---|-----|
| Appendix 1 Research Questionnaire | 125 |
| Appendix 2. Interview Transcript I..... | 129 |
| Appendix 3 Interview Transcript II..... | 133 |
| Appendix 4 Data Tabulation | 137 |
| Appendix 5 Validity Test X1 | 141 |
| Appendix 6 Validity Test X2 | 142 |
| Appendix 7 Validity Test X3 | 143 |
| Appendix 8 Validity Test Y | 144 |
| Appendix 9 Reliability Test X1 | 147 |
| Appendix 10 Reliability Test X2 | 147 |
| Appendix 11 Reliability Test X3 | 147 |
| Appendix 12 Reliability Test Y | 147 |
| Appendix 13 Result of Simple Correlation Test Green Hiring (X1) and Green Intellectual Capital (Y)..... | 147 |
| Appendix 14 Result of Simple Correlation Test Green Training and Development (X2) and Green Intellectual Capital (Y)..... | 148 |
| Appendix 15 Result of Simple Correlation Test Green Discipline Management (X3) and Green Intellectual Capital (Y)..... | 148 |
| Appendix 16 Result of Multiple Correlation Test..... | 148 |
| Appendix 17 Result of Normality Test | 149 |
| Appendix 18 Result of Multicollinearity Test | 149 |
| Appendix 19 Result of Heteroscedasticity Test | 150 |
| Appendix 20 Linearity Test of Green Hiring | 150 |
| Appendix 21 Linearity Test of Green Training and Development | 150 |
| Appendix 22 Linearity Test of Green Discipline Management | 151 |
| Appendix 23 Result of t - test | 151 |
| Appendix 24 Result of Simultaneously Test (F-test)..... | 151 |
| Appendix 25 Result of Multiple Linier Regression | 152 |
| Appendix 26. Result of Coefficient of Determination | 152 |
| Appendix 27. Result of Effective Contribution Test | 152 |

| | |
|---|-----|
| Appendix 28 Waste Management Plan | 154 |
| Appendix 29 Earth Check Indicators and Sustainability Development Goals ... | 155 |
| Appendix 30 Green Escape Activity Documentation | 155 |
| Appendix 31 Documentation of The Respondent..... | 155 |



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

CHAPTER I

INTRODUCTION

1.1 Research Background

The global tourism industry continues to increase every year, there are more than 900 million tourists traveling internationally in 2022 (UNWTO, 2023). In Bali, there are 377.276 total visit of tourist only in December 2022, increased 31,27 percent compared to the previous month (Badan Pusat Statistik Provinsi Bali, 2022). As the tourism industry keeps experiencing rapid development, hotel industry is also experiencing a similar phenomenon. The volume of global hospitality transactions growth by 131 percent and reached \$66.8 billion in total in 2021 (Hotel Investment Outlook, 2022). The skyrocketing of hotel business has made every hotel compete with each other to provide maximum service to guests.

Despite with the fabulous growth of hotel industry within the years, hotels are also facing a strong pressure to be pay more attention to environmental preservation as hotels are directly related to environment issues such as water, energy, and waste (Graci & Kusehnel, 2010). In facts that, hotels are responsible for higher consumption of energy, water for heating, cooling, and lighting (Abdou et al., 2020), hotels also release average 20,6 kg carbon dioxide per hotel per night along with uses of 130 Megajoules energy per bed per night (Gössling et al., 2005), and lastly only in Nusa Dua, Bali, hotels are the most dominant producer of waste, the waste reaches 1.43 kg per room in a day or 7.3 tons per day (Widyarsana et al., 2022).

In the last few decades, preserving the natural environment has become a crucial issue. In hotel scope, hotel's green effort is reducing waste, conserving energy and water in their operations, and educating hotel customers and their employees (Bohdanowicz et al., 2011; Rahman et al., 2012). In an attempt to create positive contribution to the environment, implementing Green Human Resource Management (GHRM) practices is the key, it is can increase employee's commitment on the issues of environmental sustainability also build a win-win situation between hotels and stakeholders. GHRM is a concept that applying human resource management practices to promoting the sustainable use of resource which will strengthen cause of environmental sustainability in general, on the other hand it also improves employees' commitments and awareness on environmental management issues (Ridhi, 2015). It is believed that GHRM practices are the finest strategy of environmental performance programs (Sudin, 2011). In this era, the scope of GHRM should be extended by look into the Green Intellectual Capital (GIC) since GIC and sustainability are related significantly just like GHRM. Furthermore, (Yong et al., 2019) examined the association between GHRM and GIC, and they highlighted that different dimensions of green intellectual capital are significantly related to green human resource practices.

Green Intellectual Capital (GIC) is the combination of intellectual capital and environmental initiative that include all intangible assets such as knowledge, proficiencies, and collaborations at individual and organizational levels (Chen, 2008). GIC also can be referred as all knowledge that can be leverage by the organization in the process of conducting environmental management to gain

competitive knowledge (López-Gamero et al., 2011). There are the dimensions of GIC, namely: 1) green human capital; 2) green structural/ organizational capital; and 3) green relational capital (Huang and Kung, 2011).

The Apurva Kempinski Bali, a five-stars luxurious hotel that located at South Nusa Dua Street, Benoa, South Kuta district, Badung Regency, continuously developing and enforcing an environment-friendly work environment in order to maintain the sustainability of the earth, the example is through GHRM practices. Based on preliminary observation, examples of GHRM practices at The Apurva Kempinski Bali are including job's environmental aspect on the job description and conducting green training and development by held a training about "food waste". Furthermore, to preserve the environment The Apurva Kempinski Bali also extend the idea of GHRM practices into each department in the hotel for example, carrying out saving energy campaign especially in back office department, water savings by housekeeping department by using the *Jalak Bali* statue in the guest room where linen will only be washed if the statue is placed on the bed or sheets, and reduce carbon emissions by using electric fuel buggies for support front office operation.

Despite with those examples of green human resource management practices at The Apurva Kempinski Bali, it still found one example case that is not in line with the expectation. Logically, conducting a green training about "food waste" should improve the awareness of the employees about how important food it is and how to minimize the food waste, however the average food waste at The Apurva Kempinski Bali reached 60.168,83 kilogram only in July until December 2022 and this food waste also comes from the employee canteen. On the other side, there is

no research discussing green human resource management practices in an attempt to improve green intellectual at the Apurva Kempinski Bali. Based on that, it can be seen that The Apurva Kempinski Bali actually already has proper implementation of GHRM practices which should have a positive impact on green intellectual capital that can overcome the environmental issue. However, this needs to be studied more deeply.

Although there are various types of GHRM practices such as Green Recruitment and Green Selection, Green Training and Development, Green Performance Evaluation, Green Reward Management, dan Green Employee Relation (Opatha & Arulrajah, 2014), this research will be focused on a few of them such as green hiring, green training and development, and green discipline management because the goals is to build or improve green intellectual capital and it is better to accomplished GIC with practices. Rewards and appraisals are more likely maintain the green intellectual capital (Nisar et al., 2021). The aims of this research are to studied more deeply about the implementation of GHRM practices namely green hiring, green training and development, and discipline management as well to improve green intellectual capital. The relationship between GHRM and green intellectual capital is only at its early stage, and there is need to conduct more research (Malik et al., 2020). Therefore, the author is interested in exploring this issue through the title "**The Implementation of Green Human Resource Management Practices to Improve Green Intellectual Capital at The Apurva Kempinski Bali**".

1.2 Problems of the Research

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

1. How is the implementation of green human resource management practices at The Apurva Kempinski Bali?
2. How does the influence of green human resource management practices at The Apurva Kempinski Bali improve green intellectual capital?

1.3 Purposes of the Research

Based on the background and the previous problems identification, the purposes of this research are:

1. To analyze the implementation of green human resource management practices currently at The Apurva Kempinski Bali.
2. To analyze whether green human resource management practices can improve green intellectual capital at The Apurva Kempinski Bali.

1.4 Benefits of the Research

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

1.4.1 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 resource management practices to improve green intellectual capital in the tourism industry

as well as to analyze the impact that will occur if the entire scope of the tourism industry implements the same thing.

1.4.2 Practical Benefits

a. Benefits for student

For the students, this research expected to provide new knowledge about the implementation of green human resource management practices to improve green intellectual capital

b. Benefits for Politeknik Negeri Bali

This research really hoped can be an additional source of information for every student of Politeknik Negeri Bali especially in Tourism Department regarding the green human resource management practices in the hospitality industry to improve green intellectual capital.

c. Benefits for The Apurva Kempinski Bali

For The Apurva Kempinski Bali, this research is expected to deliver the up to date information, suggestion, and corrective actions to improve green intellectual capital through green human resource management practices to deal with the environment issue.

1.5 The Systematic of Writing

This research is systematically divided into 5 chapters. The following details are the explanation of each chapter:

CHAPTER 1: INTRODUCTION

In this chapter describes the background, then it will be proceeded with the problems of the research, purposes of the research, benefits of this research, and the systematic of writing.

CHAPTER II: LITERATURE REVIEW

This chapter explains further about the research, such as theories about hotels, green human resource practices, green intellectual capital, the similarities and differences of this research with the previous research.

CHAPTER III: RESEARCH METHODOLOGY

This chapter talks about research location and period of research, variable identification, definition of operational variable, type and data source, data collection method and data analysis technique.

CHAPTER IV: RESULT & DISCUSSION

This chapter explains about the company profile and the discussion using analysis technique that based in the previous chapter.

CHAPTER V: CONCLUSION & SUGGESTION

Main point of this chapter is explaining about the conclusion from the result of discussion that has been conducted by the author and suggestion to the company, so that this research can be used as a reference in making future decisions.

REFERENCES

This reference is consisting of a few sources which the author uses to support this research such as from journal, book, review, and website.

APPENDICES

This appendix is an extra part in this research. This appendix consists of data attachments that support this research process.



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

CHAPTER V

CONCLUSION & SUGGESTION

5.1. Conclusion

According to the previous chapter of Result and Discussion, there are some conclusions obtained on this research as described as follows:

1. The Apurva Kempinski Bali already implemented Green Human Resource Management Practices, this can be proven by the fulfillment of all indicators of green hiring, green training and development, and green discipline management with total average score is 4,13. Green Hiring implementation at The Apurva Kempinski Bali such as applied environment standard in hiring process by check the candidates' environmental knowledge by asking them questions related environment during the interview session, also build green image to attract applicant by highlight the green concept like the CHSE-S Certificate and Earth Check Bronze Certification on hotel's social media account or staff's social media account. Green Training and Development implementation at The Apurva Kempinski Bali such as conduct various massive scale of green training like ERT & Earth Check Training, Green Escape, No-Bin Day Program, waste management plan, energy saving, and created a green team named Green Warrior. Green Discipline Management implementation at The Apurva Kempinski Bali such as establishes clear set of rules and regulations in form of company regulation book then followed by developed a progressive disciplinary system whereas all of the leader from each department must be the example for

their subordinate, also maximize controlling function by human resource department then give relevant sanction if there is a breaches.

2. The influence of Green Human Resource Management Practices in improving Green Intellectual Capital at The Apurva Kempinski Bali is in amount 74,4%, while the remaining 25,6% is influenced by another factors or variables that doesn't include in this research with Green Discipline Management as the dominant factor with amount 40,2%, followed by Green Training and Development with amount 20,0% and lastly Green Hiring with amount 14,2%.

5.2. Suggestion

Referring to the result and discussion on previous chapter, writer have some suggestions in this research, as follows:

1. For the Company

As the result of the observation and interview, The Apurva Kempinski Bali needs to maintain and increase the intensity of green human resource management practices to ensure the company get prospective employees who have knowledge about environment also make sure green intellectual capital of each employee in the company is always grow. To guarantee the growth of green intellectual capital, The Apurva Kempinski Bali can take some action such as implementing green hiring more thoroughly by asking questions about the environment on the interview phase and set the environmental standard criteria deeply to every position needed and not only specific for Director of Hygiene, Hygiene Officer, and Hydroponic Attendant.

2. For the Future Research

This study only limited on several green human resource management practices such as: green hiring, green training and development, and green discipline management. Thus, this study suggest that the future research can consider other dimension of green human resource management practices that can build green intellectual capital to have better perspective or insight regarding which green human resource management practices is has the best impact in improving green intellectual capital.



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

REFERENCE

- A'yuni, Q., & Muafi, M. (2020). Pengaruh Green Intellectual Capital Terhadap Keunggulan Kompetitif Dengan Pemediasi Green Human Resource Management. *JBTI: Jurnal Bisnis Teori Dan Implementasi*, 11(2), 81–97. <https://doi.org/10.18196/bti.112133>
- Abdou, A. H., Hassan, T. H., & Dief, M. M. El. (2020). A description of green hotel practices and their role in achieving sustainable development. *Sustainability (Switzerland)*, 12(22), 1–21. <https://doi.org/10.3390/su12229624>
- Achieng Owino, W. (2016). Influence of Selected Green Human Resource Management Practices on Environmental Sustainability at Menengai Oil Refinery Limited Nakuru, Kenya. *Journal of Human Resource Management*, 4(3), 19. <https://doi.org/10.11648/j.jhrm.20160403.11>
- Adi. (2001). *Kamus Praktis Bahasa Indonesia*. Surabaya : Fajar Mulya., 2001.
- Agus Susanto S.Pd., P. D. S. (2017). *Cara Mudah Belajar SPSS & Lisrel*.
- Andini, P. K., Nyoman, N., Astuti, S., Ketut Budarma, I., & History, A. (2020). Implementation of green human resources management through pro-environmental behavior in Alpina Hotel & Spa Chamonix France. *International Journal of Green Tourism Research and Applications*, 2(2), 63.
- Anuj Sheopuri, A. S. (2010). *Green Hr Practices in the Changing Workplace*.
- Arinda Firdianti, M. P. . (2018). *IMPLEMENTASI MANAJEMEN BERBASIS SEKOLAH DALAM MENINGKATKAN PRESTASI BELAJAR SISWA*. Gre Publishing.
- Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2016). Green human resource management practices: a review. *Sri Lankan Journal of Human Resource Management*, 5(1), 1. <https://doi.org/10.4038/sljhrm.v5i1.5624>
- Authors, F. (2014). *Corporate Social Responsibility and Sustainability: Emerging Trends in Developing Economies*. iii. https://doi.org/10.1108/s2043-9059_2014_0000008026
- Badan Pusat Statistik Provinsi Bali. (2022). Perkembangan Pariwisata Provinsi Bali. *Badan Pusat Statistik Provinsi Bali*, 2022(30), 1–5. <https://bali.bps.go.id/pressrelease/2021/05/03/717549/perkembangan-pariwisata-provinsi-bali-maret-2021.html>
- Baki Henong, S. (2016). *Analisis Faktor-Faktor Yang Mempengaruhi*

Keterlambatan Pada Proyek. 149–154.

- Bohdanowicz, P., Zientara, P., & Novotna, E. (2011). International hotel chains and environmental protection: An analysis of Hilton's we care! programme (Europe, 2006-2008). *Journal of Sustainable Tourism*, 19(7), 797–816. <https://doi.org/10.1080/09669582.2010.549566>
- Chaudhary, R. (2019). Green human resource management and job pursuit intention: Examining the underlying processes. *Corporate Social Responsibility and Environmental Management*, 26(4), 929–937. <https://doi.org/10.1002/csr.1732>
- Chen, Y. S. (2008). The positive effect of green intellectual capital on competitive advantages of firms. *Journal of Business Ethics*, 77(3), 271–286. <https://doi.org/10.1007/s10551-006-9349-1>
- Cheng-Li Huang and Fan-Hua Kung. (2011). *Environmental consciousness and intellectual capital management*. <https://doi.org/10.1108/00251741111173916>
- Chulsum, U., & Novia, W. (2006). *Kamus besar bahasa Indonesia / Umi Chulsum, Windy Novia Judul Asli*. Surabaya : Kashiko, 2006.
- Dangelico, R. M., & Pujari, D. (2010). Mainstreaming green product innovation: Why and how companies integrate environmental sustainability. *Journal of Business Ethics*, 95(3), 471–486. <https://doi.org/10.1007/s10551-010-0434-0>
- Danilwan, Y., Isnaini, D. B. Y., Pratama, I., & Dirhamsyah. (2020). Inducing Organizational Citizenship Behavior Through Green Human Resource Management Bundle: Drawing Implications for Environmentally Sustainable Performance. a Case Study. *Journal of Security and Sustainability Issues*, 10(Oct), 39–52. [https://doi.org/10.9770/jssi.2020.10.Oct\(3\)](https://doi.org/10.9770/jssi.2020.10.Oct(3))
- Deepika, R. (2016). *A study on green HRM practices in an organisation*. 2(8), 426–429.
- Dewi, D. A. N. N. (2018). Modul Uji Validitas Dan Hormonal. *Universitas Diponegoro*, October, 14. <https://www.researchgate.net/publication/328600462>
- Douketis, J. D., Spyropoulos, A. C., Murad, M. H., Arcelus, J. I., Dager, W. E., Dunn, A. S., Fargo, R. A., Levy, J. H., Samama, C. M., Shah, S. H., Sherwood, M. W., Tafur, A. J., Tang, L. V., & Moores, L. K. (2022). Executive Summary. *Chest*, 162(5), 1127–1139. <https://doi.org/10.1016/j.chest.2022.08.004>
- Durianto, D. (2014). *Strategi Menaklukan Pasar Melalui Riset Ekuitas dan Perilaku Merk*.

Duwi Priyatno. (2017). *Belajar alat analisis data dan cara pengolahannya dengan SPSS* (Cetakan I.). Yogyakarta : Gava Media, 2016 © 2016.

Ehren, M. C. M., Gustafsson, J. E., Altrichter, H., Skedsmo, G., Kemethofer, D., & Huber, S. G. (2015). Comparing effects and side effects of different school inspection systems across Europe. *Comparative Education*, 51(3), 375–400. <https://doi.org/10.1080/03050068.2015.1045769>

Fawehinmi, O., Yusliza, M.-Y., & Farooq, K. (2022). *Green Human Resource Management and Employee Green Behavior: Trends, Issues, Challenges and the Way Forward*. https://doi.org/10.1007/978-3-031-06558-3_8

Fayyazi, M., Shahbazmoradi, S., Afshar, Z., & Shahbazmoradi, M. R. (2015). Investigating the barriers of the green human resource management implementation in oil industry. *Management Science Letters*, 5(1), 101–108. <https://doi.org/10.5267/j.msl.2014.12.002>

Fernández, E., Junquera, B., & Ordiz, M. (2003). Organizational culture and human resources in the environmental issue: A review of the literature. *International Journal of Human Resource Management*, 14(4), 634–656. <https://doi.org/10.1080/0958519032000057628>

Ghozali, I. (2009). *Ekonometrika Teori, Konsep dan Aplikasi dengan SPSS 17*. BP UNDIP, 2009.

Ghozali, I. (2011). *Aplikasi Analisis Multivariate Dengan Program SPSS*.

Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25*. Universitas Diponegoro , 2018.

Gössling, S., Peeters, P., Ceron, J. P., Dubois, G., Patterson, T., & Richardson, R. B. (2005). The eco-efficiency of tourism. *Ecological Economics*, 54(4), 417–434. <https://doi.org/10.1016/j.ecolecon.2004.10.006>

Graci, S., & Kuehnel, J. (2010). How to increase your bottom line by going green. *GreenHotels & Responsible Tourism Initiative*, 1–28.

Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance – the mediating role of green HRM practices. *International Journal of Human Resource Management*, 27(2), 262–289. <https://doi.org/10.1080/09585192.2015.1065431>

H. Imam Ghozali. (2009). *Analisis multivariate lanjutan dengan program SPSS*. Semarang : Badan Penerbit Universitas Diponegoro, 2009.

Hamzah B. Uno, Haji, 1963-, & Junwinanto. (2008). *Teori motivasi & pengukurannya : analisis di bidang pendidikan / H. Hamzah B. Uno ; editor, Junwinanto*. Jakarta : Bumi Aksara, 2007.

Harahap Hizanah, S., & Nurjayadi. (2016). Simulasi Monte Carlo dan Animasi Operasinya dalam Mengelola Persediaan Siti Hizanah Harahap. *SATIN – Sains Dan Teknologi Informasi*, 2(2), 1–6.

Hasanah, H. (2017). *Teknik-Teknik Observasi*. 8(1), 21. <https://doi.org/10.21580/at.v8i1.1163>

Hussinki, H., Ritala, P., Vanhala, M., & Kianto, A. (2017). Intellectual capital, knowledge management practices and firm performance. *Journal of Intellectual Capital*, 18(4), 904–922. <https://doi.org/10.1108/JIC-11-2016-0116>

Ivankova, N. V., Creswell, J. W., & Stick, S. L. (2006). Using Mixed-Methods Sequential Explanatory Design: From Theory to Practice. *Field Methods*, 18(1), 3–20. <https://doi.org/10.1177/1525822X05282260>

Jabbar, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: Methodological triangulation applied to companies in Brazil. *International Journal of Human Resource Management*, 21(7), 1049–1089. <https://doi.org/10.1080/09585191003783512>

John Milliman. (2013). *Leading-Edge Green Human Resource Practices: Vital Components to Advancing Environmental Sustainability*. <https://doi.org/10.1002/tqem>

Kuncoro, M., & Hardani, W. (2013). *Metode riset untuk bisnis dan ekonomi bagaimana meneliti dan menulis tesis?/ Mudrajad Kuncoro; editor : Wibi Hardani* (4th ed.). Jakarta: Erlangga, 2013.

López-Gamero, M. D., Zaragoza-Sáez, P., Claver-Cortés, E., & Molina-Azorín, J. F. (2011). Sustainable development and intangibles: Building sustainable intellectual capital. *Business Strategy and the Environment*, 20(1), 18–37. <https://doi.org/10.1002/bse.666>

Lytras, M. D. (2010). Knowledge Ecology in Global Business. In *Knowledge Ecology in Global Business*. <https://doi.org/10.4018/978-1-60566-270-1>

Made Suyana Utama. (2016). *Aplikasi Analisis Kuantitatif*. CV. Sastra Utama.

Malik, S. Y., Cao, Y., Mughal, Y. H., Kundu, G. M., Mughal, M. H., & Ramayah, T. (2020). Pathways towards sustainability in organizations: Empirical evidence on the role of green human resource management practices and green intellectual capital. *Sustainability (Switzerland)*, 12(8), 1–24. <https://doi.org/10.3390/SU12083228>

Mandip, G. (2012). *Green HRM: People Management Commitment to Environmental Sustainability*.

- Martins, J. M., Aftab, H., Mata, M. N., Majeed, M. U., Aslam, S., Correia, A. B., & Mata, P. N. (2021). Assessing the impact of green hiring on sustainable performance: mediating role of green performance management and compensation. *International Journal of Environmental Research and Public Health*, 18(11). <https://doi.org/10.3390/ijerph18115654>
- Masri, H. A., & Jaaron, A. A. M. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*, 143, 474–489. <https://doi.org/10.1016/j.jclepro.2016.12.087>
- Mathis, R. L., & Jackson, J. H. (2004). *Human resource management / Robert L. Mathis, John H. Jackson*. Australia : Thomson, 2004.
- Mattingly, J. E., Post, J., Preston, L., & Sachs, S. (2004). Redefining the Corporation: Stake-Holder Management and Organizational Wealth. *The Academy of Management Review*, 29(3), 520. <https://doi.org/10.2307/20159063>
- Moradeke, F. T., Ishola, G. K., & Okikiola, O. L. (2021). Green Training and Development Practices on Environmental Sustainability: Evidence from WAMCO PLC. *Journal of Educational Management & Social Sciences*, 1(2), 1–19. <https://doi.org/10.48112/jemss.v1i2.212>
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, 243. <https://doi.org/10.1016/j.jclepro.2019.118595>
- Mulyadi, D., Gedeona, H. T., & Nurafandi, M. (2016). *Studi Kebijakan Publik dan Pelayanan Publik: konsep dan aplikasi proses kebijakan publik berbasis analisis bukti untuk pelayanan publik / Deddy Mulyadi; editor, Hendrikus T. Gedeona, M. Nurafandi Judul Asli (Cet.2, Ed.)*. Bandung: Alfabeta, 2016.
- Nachrowi, N. D., & Usman, H. (2008). *Penggunaan teknik ekonometri : pendekatan populer dan praktis dilengkapi teknik analisis dan pengolahan data dengan menggunakan paket program SPSS / Nachrowi Djajal Nachrowi, Hardius Usman*. Jakarta : Raja Grafindo Persada, 2008.
- Nisar, Q. A., Haider, S., Ali, F., Jamshed, S., Ryu, K., & Gill, S. S. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior. *Journal of Cleaner Production*, 311(November 2020), 127504. <https://doi.org/10.1016/j.jclepro.2021.127504>
- Opatha, H. H. D. N. P., & Arulrajah, A. A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business*

- Research*, 7(8), 101–112. <https://doi.org/10.5539/ibr.v7n8p101>
- Palguna, I. G. R. (2021). Green Human Resource Management Practices in Hospitality Industry: A General Review. *International Journal of Glocal Tourism*, 2(2), 75–84. <https://www.ejournal.catuspata.com/index.php/injogt/article/view/48>
- Pardhi, A., & Chaudhari, A. P. (2019). Importance of Green Human Resource Management. *The International Journal of Analytical and Experimental Modal Analysis*, 11(12), 1862–1868.
- Prof.Dr.Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta.
- Rahadian, D., & Pratomo, A. (2013). Pengaruh Bauran Promosi terhadap Peningkatan Penjualan Kamar di Hotel Benua Bandung. *Binus Business Review*, 4(2), 776–790. <https://doi.org/10.21512/bbr.v4i2.1393>
- Rahman, M. S., Molla, A. H., Saha, N., & Rahman, A. (2012). Study on heavy metals levels and its risk assessment in some edible fishes from Bangshi River, Savar, Dhaka, Bangladesh. *Food Chemistry*, 134(4), 1847–1854. <https://doi.org/10.1016/j.foodchem.2012.03.099>
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda*. *International Journal of Management Reviews*, 15(1), 1–14. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
- Ridhi, S. (2015). An Innovative Approach to Environmental Sustainability. *12th AIMS International Conference on Management*, 1–15. <https://www.academia.edu/download/36500376/K723-final.pdf>
- Rumate, V. A., & Pariwisata, J. (2022). Skripsi Implementasi Green Human Resource Management Untuk Meningkatkan Kinerja Lingkungan Di the Apurva Kempinski Bali. www.pnb.ac.id
- Saputra, S. (2019). Pengaruh Kualitas Pelayanan Terhadap Kepuasan Pelanggan Di Grand Setiabudi Hotel& Apartment. *Jurnal Bisnis Dan Pemasaran*.
- Septiawati, N. M., Ketut Astawa, I., Triyuni, N. N., Agung, G., Mataram, B., & Tours, P. (2022). Implementation of Green Recruitment and Green Training Development on Employee's Environmental Performance at Conrad Bali Hotel. *Ejournal.Catuspata.Com*, 3(4). <https://ejournal.catuspata.com/index.php/injogt/article/view/270>
- Singgih Santoso. (2017). *Menguasai statistik dengan SPSS 24*. Jakarta : Elex Media Komputindo, 2017.

- Slamet Riyanto. (2020). *Metode Riset Penelitian Kuantitatif Penelitian di Bidang Manajemen, Teknik, Pendidikan dan Eksperimen.*, CV Budi Utama.
- Song, H., & Zhang, Z. (2014). *Evaluation of Sustainable Tourism Development of the Hotel Industry in Hainan , China by Earth Check.* 1–12. <https://doi.org/10.4236/oalib.1100854>
- Sudin, S. (2011). *Strategic Green HRM: A proposed model that supports corporate environmental citizenship.*
- Sugiyono. (2012). *Memahami Penelitian Kualitatif*. Bandung : ALFABETA.
- Sugiyono. (2013). *N Metode Penelitian Kuantitatif, Kualitatif dan R&D.* Bandung: Alfabeta.CV.
- Sugiyono. (2015). *Metode penelitian kuantitatif, kualitatif dan kombinasi (mixed methods) / penulis, Prof. Dr. Sugiyono* (Cetakan ke).
- Sukmadinata, N. S. (2017). *Metode Penelitian Pendidikan.* Bandung: Remaja Rosdakarya, 2017.
- TOURISM NEWS Tourism Set to Return to Pre-Pandemic Levels in.* (2023). 34, 33–34.
- UDDIN, M. (2020). How Green the Human Resource Managers Are?: Perspectives of HR Managers From a Climate Change Victim Region. *Journal of Research in Management*, 2(4). <https://doi.org/10.32424/jorim.v2i4.89>
- Utama, I. G. B. R. (2017). *Pemasaran pariwisata / oleh Dr. I Gusti Bagus Rai Utama, MA. ; editor, Aditya Ari C.* Yogyakarta : Penerbit ANDI, 2017 © 2017.
- Wagner, M. (2013). “Green” Human Resource Benefits: Do they Matter as Determinants of Environmental Management System Implementation? *Journal of Business Ethics*, 114(3), 443–456. <https://doi.org/10.1007/s10551-012-1356-9>
- Wakhyuni, E., Sari, D. S., Siregar, N. A., Pane, D. N., Adnalin, A., Lestario, F., Rusiadi, R., Ahmad, R., Setiawan, A., & Daulay, M. T. (2018). Kemampuan Masyarakat dan Budaya Asing dalam Mempertahankan Budaya Lokal di Kecamatan Datuk Bandar. *Jurnal Ilmiah Abdi Ilmu*, 1(1), 1–11.
- Wang, Z., Wang, N., & Liang, H. (2014). Knowledge sharing, intellectual capital and firm performance. *Management Decision*, 52(2), 230–258. <https://doi.org/10.1108/MD-02-2013-0064>
- Wehrmeyer, W. (2017). *Greening People Human Resources and Environmental Management.* <https://doi.org/https://doi.org/10.4324/9781351283045>

Widanaputra, A.A. GP., D. (2009). *Akuntansi perhotelan : pendekatan sistem informasi*. Graha Ilmu.

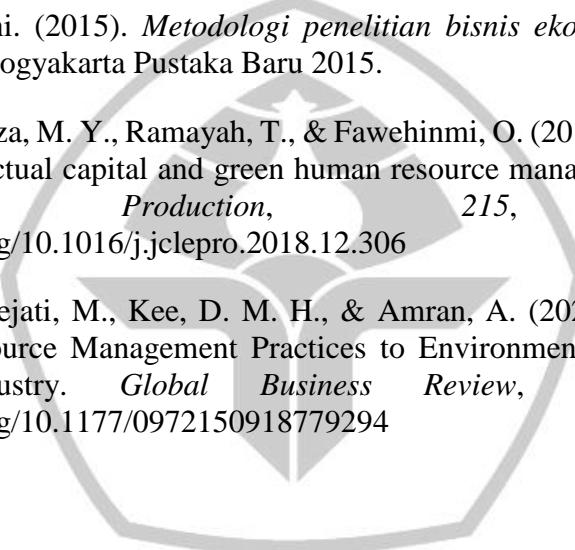
Widiana, I. K. A., Astawa, I. K., Triyuni, N. N., & Chaerunnisah, I. U. (2022). Documenting green hotel practices at The Apurva Kempinski Bali. *International Journal of Green Tourism Research and Applications*, 4(2), 58–67. <https://doi.org/10.31940/ijogtra.v4i2.58-67>

Widyarsana, I. M. W., Priyanka, M. A., & Devianto, L. A. (2022). Solid Waste Analysis and Processing Potential in the Tourism Sector: Case Study in Nusa Dua, South Kuta, Bali. *Indonesian Journal of Urban and Environmental Technology*, 5(2), 181–192. <https://doi.org/10.25105/urbanenvirotech.v5i2.13538>

Wiratna Sujarwени. (2015). *Metodologi penelitian bisnis ekonomi / V. Wiratna Sujarweni*. Yogyakarta Pustaka Baru 2015.

Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of Cleaner Production*, 215, 364–374. <https://doi.org/10.1016/j.jclepro.2018.12.306>

Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2020). Linking Green Human Resource Management Practices to Environmental Performance in Hotel Industry. *Global Business Review*, 21(3), 663–680. <https://doi.org/10.1177/0972150918779294>



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI