

UNDERGRADUATE THESIS

**THE IMPLEMENTATION OF GREEN EMPLOYEE
RELATIONS IN SUPPORTING ENVIRONMENTAL
PERFORMANCE AT HILTON BALI RESORT**



POLITEKNIK NEGERI BALI

Ni Putu Itha Mas Putri Dewi

**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2023**

UNDERGRADUATE THESIS

**THE IMPLEMENTATION OF GREEN EMPLOYEE
RELATIONS IN SUPPORTING ENVIRONMENTAL
PERFORMANCE AT HILTON BALI RESORT**



POLITEKNIK NEGERI BALI

**Ni Putu Itha Mas Putri Dewi
SIN. 1915834047**

**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2023**

UNDERGRADUATE THESIS

**THE IMPLEMENTATION OF GREEN EMPLOYEE
RELATIONS IN SUPPORTING ENVIRONMENTAL
PERFORMANCE AT HILTON BALI RESORT**

**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

**Ni Putu Itha Mas Putri Dewi
SIN. 1915834047**

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

UNDERGRADUATE THESIS APPROVAL SHEET

THE IMPLEMENTATION OF GREEN EMPLOYEE RELATIONS IN SUPPORTING ENVIRONMENTAL PERFORMANCE AT HILTON BALI RESORT

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,

Drs. I Ketut Astawa, MM
NIP. 196107211988111001

Supervisor II,

Elvira Septevany, S.S, M.Li
NIP. 198909262019032017

POLITEKNIK NEGERI BALI

Acknowledge by
Head of Tourism Department,

Prof. Ni Made Ernawati, MATM., PhD
NIP. 196312281990102001

UNDERGRADUATE THESIS VALIDITY SHEET

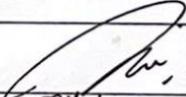
This undergraduate thesis entitled:

THE IMPLEMENTATION OF GREEN EMPLOYEE RELATIONS IN SUPPORTING ENVIRONMENTAL PERFORMANCE AT HILTON BALI RESORT

By Ni Putu Itha Mas Putri Dewi (SIN 1915834047) has been successfully defended in front of the Board of Examiners and accepted as partial fulfillment 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	Drs. I Ketut Astawa, MM NIP.196107211988111001	
Member	Ni Kadek Hema Lastari, MPd. NIP. 199505302022032015	
Member	Ni Wayan Wahyu Astuti, SST. Par.,M.Par. NIP.198407202008122002	

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

Acknowledge by
Head of Tourism Department,
Politeknik Negeri Bali,




Prof. Ni Made Ernawati, MATM.,Ph.D
NIP.19631228199010200



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: poltek@pnb.ac.id

LETTER OF FREE PLAGIARISM STATEMENT

I am the undersigned below:

Name : Ni Putu Itha Mas Putri Dewi
Student Identification Number : 1915834047
Study Program : Tourism Business Management
Tourism Department, Politeknik Negeri Bali

Hereby I declare that Undergraduate Thesis entitled:

**“The Implementation of Green Employee Relation In Supporting
Environmental Performance at Hilton Bali Resort”**

is true that it is free from plagiarism. If this statement proves to be invalid, I am fully willing to accept the provisions in accordance with the applicable regulations.

Thus, the statement letter I made to be used properly.

Badung, July 26th, 2023

Who made the statement,



Ni Putu Itha Mas Putri Dewi

ACKNOWLEDGEMENT

Praise to the Almighty God, for the blessings and grace I can complete this Research Proposal entitled “The Implementation of Green Employee Relations in Supporting Environmental Performance at Hilton Bali Resort”. This thesis was made as one of the graduation requirements at the Tourism Department on Politeknik Negeri Bali. While working on this thesis the writer gets a lot of help from various parties. For this reason, the writer wants to specifically thank to:

1. I Nyoman Abdi, SE, M.eCom. as the Director of Politeknik Negeri Bali who provided the facilities for Student of Politeknik Negeri Bali, especially for me to learn and got knowledge at Tourism Department.
2. Prof. Ni Made Ernawati, MATM, Ph.D., as the Head of Tourism Department, Politeknik Negeri Bali who has given many supports while study at Politeknik Negeri Bali.
3. Drs. Gede Ginaya, M.Si. as the Secretary of Tourism Department, Politeknik Negeri Bali. who has given many supports and advices while study until finishing Research Proposal.
4. Dra. Ni Nyoman Triyuni, MM. as the Head of Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali.
5. Drs. I Ketut Astawa, MM as the first supervisor who give a guidance and positive input for me during accomplish this research proposal.
6. Elvira Septevany, S.S, M.Li as the second supervisor who give a guidance and positive input for me during accomplish this research proposal.

7. All the lectures of Tourism Department who give me the knowledge during study that very helpful for the future.
8. Mr. Made Suwenten as Director of Human Resources Hilton Bali Resort, who has given me the opportunity and believe me to learn in Human Resources team during internship at
9. Mrs. Tuti Susilawati as Training Manager and Mrs. Pauline Adriani as Human Resources Manager for advice and support me every time without any doubt.
10. Mr. I Made Subiantara, Mrs. Ni Made Darmini, beloved parents, I Kadek Rasya Dwi Putra, beloved brother, I Gusti Ngurah Ramadika Sudewa Putra, beloved boyfriend, close friends and classmates that cannot be mentioned one by one who always gave their support and ideas the whole time until the writer completed this thesis.

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

Writter

Ni Putu Itha Mas Putri Dewi

ABSTRAK

Ni Putu Itha Mas Putri Dewi. (2023). Analisis Penerapan Hubungan Karyawan Hijau Dalam Mendukung Kinerja Lingkungan Di Hilton Bali Resort. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing 1: Drs. I Ketut Astawa, MM dan Pembimbing 2: Elvira Septevany, S.S, M.Li.

Kata Kunci: Manajemen Sumber Daya Manusia Hijau, Hubungan Karyawan Hijau, Kinerja Lingkungan, Keberlanjutan.

Penelitian ini bertujuan untuk menganalisis penerapan hubungan karyawan hijau dan untuk mengetahui bagaimana hubungan karyawan hijau dapat mendukung kinerja lingkungan di Hilton Bali Resort. Penelitian ini menggunakan pendekatan kualitatif dengan teknik analisis data model Miles dan Huberman, yang terdiri dari pengumpulan data, penyajian data, dan penarikan kesimpulan/verifikasi. Metode dalam mengumpulkan data adalah menggunakan wawancara, observasi, dan studi literature. Implementasi *green employee relations* di Hilton Bali Resort sejauh ini sudah berjalan 75%, ada tiga praktik dari Green Employee Relations yang telah diimplementasikan secara keseluruhan (100%) oleh Hilton Bali Resort, yaitu *involving green practices, providing training to the union representatives, provide sharing program related with environmental performance* dan tiga praktik dari Green Employee Relations yang belum diimplementasikan sepenuhnya (50%) yaitu *introducing green whistle blowing and help-lines, joint consultations in resolving environmental issue, dan recognizes union as a key stakeholder*. Selain itu praktik-praktik yang belum dilaksanakan secara sempurna, saat ini sedang dalam tahap perencanaan untuk diterapkan di masa yang akan datang. Meski belum sempurna, namun sudah ada proses dalam penerapan hubungan karyawan hijau yang selalu ditinjau.

ABSTRACT

Ni Putu Itha Mas Putri Dewi. (2023). The Implementation of Green Employee Relations in Supporting Environmental Performance at Hilton Bali Resort. Undergraduate Thesis Tourism Bussiness Management, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor 1: Drs. I Ketut Astawa, MM and Supervisor 2: Elvira Septevany, S.S, M.Li.

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

This research aims to analyze the implementation of green employee relations and to find out how green employee relations can support the environmental performance at Hilton Bali Resort. This research uses a qualitative approach with data analysis techniques Miles and Huberman model, which consists of data collection, data display, and conclusion drawing/verification. The method of collecting data are uses interview, observation, and literature study. The result of this study is the implementation of green employee relations at Hilton Bali Resort has been running at 75% so far, there are three green employee relations practices that have been implemented (100%) by Hilton Bali Resort, namely involving green practices, providing training to the union representatives, provide sharing program related with environmental performance and there are three green employee relations practice not yet implemented perfectly (50%) namely introducing green whistle blowing and help-lines, joint consultations in resolving environmental issue, and recognizes union as a key stakeholder. In addition, practices that have not been implemented are currently in the planning stage to be implemented in the future. Although it is not perfect, there is already a process in implementing green employee relations which is always reviewed and improved.

TABLE OF CONTENT

COVER	i
TITLE PAGE	ii
APPROVAL SHEET	iv
VALIDITY SHEET	v
STATEMENT LETTER	vi
ACKNOWLEDGEMENT	vii
ABSTRAK	ix
ABSTRACT	x
TABLE OF CONTENT	xi
LIST OF TABLES	xiv
LIST OF FIGURES	xv
LIST OF APPENDICS	xvii
CHAPTER I INTRODUCTION	1
1.1 Research Background.....	1
1.2 Problem Identification:.....	4
1.3 Purpose of the Research:.....	5
1.4 Significance of the Research.....	5
1.4.1 Theoretical Significance.....	5
1.4.2 Practical Significance.....	5
1.5 Limitations and Scope of Problems	6
CHAPTER II LITERATURE REVIEW	7
2.1 Theoretical Basis	7
2.1.1 Hotel.....	7
2.1.2 Human Resources.....	8
2.1.3 Green Human Resources Management (GHRM)	9
2.1.4 Green Employee Relation	10
2.1.5 Environmental Performance.....	12
2.2 Previous Research	13

CHAPTER III RESEARCH METHODOLOGY	17
3.1 Research Location and Period.....	17
3.2 Research Object	17
3.3 Variable Identification	18
3.4 Definition of Operational Variable	18
3.5 Types and Data Sources	20
3.5.1 Types of Data	20
3.5.2 Sources of Data.....	20
3.6 Method of Determining Key Informant	21
3.7 Data Collection Method	21
3.7.1 Observations	21
3.7.2 Interview	22
3.7.3 Documentation.....	22
3.7.4 Literature Study.....	23
3.8 Data Analysis Technique	23
3.8.1 Data Collection.....	23
3.8.2 Data Display.....	24
3.8.3 Conclusion Drawing/Verification	24
CHAPTER IV RESULT AND DISCUSSION.....	25
4.1 General Description of Hilton Bali Resort.....	25
4.1.1 The History of Hilton Bali Resort.....	25
4.1.2 Business Field	27
4.1.3 Hotel Facilities.....	27
4.1.4 Organization Structure and Job Description.....	44
4.2 Result and Discussion of the Research.....	50
4.2.1 The Implementation of Green Employee Relations at Hilton Bali Resort... 51	
4.2.2 Green Employee Relations Support the Environmental Performance at Hilton Bali Resort	75

CHAPTER V CONCLUSION AND SUGGESTION	85
5.1 Conclusion	85
5.2 Suggestion.....	86
REFERENCES	88
APPENDIXES	92



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF TABLES

Table 1. 1 Green Employee Relation Activities list.....	4
Table 3. 1 Identification of Variables and Indicator	19
Table 4. 1 Room Type at Hilton Bali Resort	28
Table 4. 2 Percentage The Implementation of Green Employee Relation.....	72



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF FIGURES

Figure 4. 1 Hilton Bali Resort Logo.....	26
Figure 4. 2 Deluxe Room Garden View.....	29
Figure 4. 3 Deluxe Ocean View.....	30
Figure 4. 4 Deluxe Family Room.....	31
Figure 4. 5 Cliff Tower Pool View	31
Figure 4. 6 Cliff Tower Ocean View	32
Figure 4. 7 Executive Lagoon View	33
Figure 4. 8 Executive Ocean View	33
Figure 4. 9 Two Bedroom Presidential Suite.....	34
Figure 4. 10 Two Bedroom Royal Suite	35
Figure 4. 11 One Bedroom Suite Ocean View.....	35
Figure 4. 12 One Bedroom Pool Villa	36
Figure 4. 13 Two Bedroom Pool Villa.....	37
Figure 4. 14 Three Bedroom Pool Villa.....	38
Figure 4. 15 Grain Restaurant.....	39
Figure 4. 16 Delicatessen.....	39
Figure 4. 17 Paon Bali Restaurant.....	40
Figure 4. 18 The Shore and The Brezee Restaurant and Bar.....	41
Figure 4. 19 Human Resources Organization Structure.....	44
Figure 4. 20 Soap for Hope Program	52
Figure 4. 21 Coffee Briquette Program.....	53
Figure 4. 22 Yoga Class for Hilton Team Member	55
Figure 4. 23 THRIVE for Body Fun Walk	56
Figure 4. 24 Thrive For Body Futsal Exercise.....	56
Figure 4. 25 World Food Day & Soap for Hope Distributions.....	58
Figure 4. 26 Cleaning Blitz	59
Figure 4. 27 green whistle-blowing	61
Figure 4. 28 Eco Enzym Training.....	63

Figure 4. 29 Fire Training	64
Figure 4. 30 Energy Saving Practice.....	65
Figure 4. 31 Consultations Sesion.....	67
Figure 4. 32 Lunch With GM.....	68
Figure 4. 33 Light and Warmth Reward	70
Figure 4. 34 TMAW Recycle Creative Competition	71
Figure 4. 35 Model Implementation Green Employee Relations at Hilton Bali Resort	74
Figure 4. 36 Model How Green Employee Relations support environmental performance at Hilton Bali Resort	77



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF APPENDICS

Appendic 1 Interview Guidline.....	92
Appendic 2 Informant Answer.....	94
Appendic 3 Interview Documentations.....	102
Appendic 4 Hotel Facilities.....	103



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

CHAPTER I

INTRODUCTION

1.1 Research Background

In the world of business, tourism is one of the most profitable business sectors, because it has developed so rapidly and it is one of the main sources of income for many developing countries (UNWTO, 2017). Indonesia is one of the countries that is relying on income from the tourism sector, the development of tourism in Indonesia has made a positive contribution to economic growth. In 2020 the world was hit by the covid-19 pandemic, which led to restrictions on large-scale social activities, which had an impact on stopping all activities as well as the tourism sector (Caraka et al., 2020).

The government and tourism stakeholders have undertaken several efforts and policies to revive the economy in the tourism sector. According to the Indonesian Central Bureau of Statistics, the number of tourist visits to Indonesia from April 2022 has increased by 49.01% compared to the number of tourist visits in April 2021. The revival of the tourism sector has caused an increasingly competitive competition between companies in maintaining and developing their business segmentation. Nowadays, companies in the tourism sector; hotels, restaurants, recreational and attractions, are no longer only focusing on gaining profits, but also focusing on environmental issues.

In the tourism business, accommodation is the primary facility most required by tourists during their trip. Seeing the number of existing accommodation businesses and the high demand of accommodation, related parties are required to be capable in developing their accommodation business by concerning environmental issues and implementing the sustainable environment or more commonly known as green business.

Sustainability is the capability to keep on doing something without a time limit or continuously. Sustainable environment is a state of balance, resilience, and interconnectedness which allows humans to meet their needs without exceeding the capacity of the supporting ecosystem and being able to continuously regenerate and fulfill the needs well into the future (Cahyani, 2020). In the accommodation business, one of the practices of Green Human Resources Management (GHRM).

GHRM is a sustainable human resource management policy by involving environmental aspects to maintain sustainability in company management. In addition, GHRM is aimed at creating utilization, development, research of resources and natural resources to be managed effectively and efficiently by the company (Purnama & Nawangsari, 2019). In the practice of GHRM includes ; Green Job Design and Analysis, Green Human Resources Planning, Green Recruitment & Selection, Green Induction, Green Training & Development, Green Performance Evaluation, Green Reward Management, Green Health and Safety Management, Green Employee Discipline Management and Green Employee Relations (Arulrajah et al., 2015).

Among several GHRM functions, there are one functions which are most closely related with the environment and employees, namely Green Employee Relations. Through Green Employee Relations employees will be able to contribute directly into various environmental activities.

Environmental performance refers to the hotel environment as a result of environmental activities that are carried out to minimize negative impacts on the environment (Isrososiawan et al., 2021). The implementation of environmental performance in a company can be run consistently if there is a willingness and initiative from each individual in a formal management structure. The success of implementing environmental performance depends on the voluntary involvement and support from employees (Paillé et al., 2013) .

One of the hotels that has implemented Green Employee Relations is Hilton Bali Resort. Hilton Bali Resort is a 5-star hotel located in Sawangan, Nusa Dua, Bali. This Hotel has 420 rooms and villas completed with various facilities and exclusive services. Hilton Bali Resort is concerned with the employee's performance by providing various employee activities, which will have an impact on environmental performance. The measures which have been taken to realize environmental performance, as follows on Table 1.1

Table 1. 1 Green Employee Relation Activities list

No	Activity Name	Hours/Years
1	Thrive Body – Zumba, Muay Thai, Aerobic, Yoga, Fun Walk	12 Hours
2	Thrive Mind – Yoga, Tree Planting, Mangrove Planting	12 Hours
3	Thrive Spirit – Soap for Hope, Making Coffee Briquette.	12 Hours
4	Cleaning Blitz	48 Hours
5	Travel with Purpose - Plogging, Cooking with SOS	12 Hours

Sources: Hilton Bali Resort, 2023

Table 1.1 showed employee activities for a year. The employee relation activities such as Thrive Cleaning Blitz and Travel with Purpose are routinely carried out every two weeks. All the employee activities about Hilton Bali Resort has practiced GHRM concepts that are Green Employee Relations. However, until now the implementation of green employee relations has not been fully implemented at Hilton Bali resort. Because there are still several things that hinder it, example during cleaning blitz and plogging activities, still using plastic bags as garbage collection, using plastic hand gloves and lack of awareness from employee to participate in such green employee relations activities. That is why the writer raises the research title, **“The Implementation Of Green Employee Relations in Supporting Environmental Performance at Hilton Bali Resort”**.

1.2 Problem Identification:

1. How is the implementation of Green Employee Relations at Hilton Bali Resort?
2. How Green Employee Relations is can support the environmental performances at Hilton Bali Resort?

1.3 Purpose of the Research:

1. To analyze the implementation of Green Employee Relations at Hilton Bali Resort.
2. To analyze how Green Employee Relations can support the environmental performance at Hilton Bali Resort.

1.4 Significance of the Research

This study is expected to bring some benefit both theoretically and practically. The benefits to be obtained in this research are:

1.4.1 Theoretical Significance

This research is expected to support other studies theoretically by providing additional information regarding GHRM, especially green employee relations and environmental performance at Hilton Bali Resort.

1.4.2 Practical Significance

The result of this research is expected to be useful for Hilton Bali Resort regarding what needs to be improved in the implementation of green employee relations practices in supporting environmental performance at Hilton Bali Resort.

1.5 Limitations and Scope of Problems

The review of the research topic about the implementation of green employee relation in supporting environmental performance is very broad. It is necessary to limit the problem to focus research so that it has a specific scope. There are the limitations of the problem in this research, namely:

1. The variables in this research include: green employee relations, and environmental performance
2. The indicators in this research include:
 - a. Green employee relations: involving green practices, introducing green whistle blowing and help line, provide training to union, joint consultation in resolving environmental, sharing program, recognize union.
 - b. Environmental performance: people, planet, and profit.
3. This research took samples from the Human Resources Department at Hilton Bali Resort

CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

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

1. Hilton Bali Resort has started implementing green employee relations currently. Although it is not perfect, there is already a process in implementing green employee relations which is always reviewed and improved. The implementation of Green Employee Relations at Hilton Bali Resort has been running at 75% in line with Renwick (2016). There are four Green Employee Relations practices that have been implemented (100%) by Hilton Bali Resort, namely Involving Green Practices, Providing Training to the Union Representatives, Provide Sharing Program Related with Environmental Performance and there are three Green Employee Relations practice not yet implemented perfectly (50%) namely Introducing Green Whistle Blowing and Help-lines, Joint Consultations in Resolving Environmental Issue, and Recognizes Union As a Key Stakeholder.
2. Although the implementation of Green Employee Relations is not perfect, but it has been able to help environmental performance at Hilton Bali Resort. Every function of Green Employee Relations has aided environmental

Performance, as measured by three indicators: planet, people, and profit. The Planet Indicator can be supported by all functions of Green Employee Relations which is Involving Green Practices, Introducing Green Whistle Blowing and Help-lines, Providing Training to the Union Representatives, Joint Consultations in Resolving Environmental Issue, Provide Sharing Program, and Recognizes Union. Then the People indicator only assisted by five functions of Green Employee Relations, namely Involving Green Practices, Introducing Green Whistle Blowing and Help-lines, Providing Training to the Union Representatives, Provide Sharing Program, Recognizes Union. While the profit indicator also has not been assisted by all functions of Green Employee Relations. Until now, the profit indicator was only assisted by three functions of Green Employee Relations, namely Involving Green Practices, Introducing Green Whistle Blowing and Help-lines, and Providing Training to the Union Representatives. Although not perfect yet, Hilton Bali Resort will continue to improve the implementation of the functions of Green Employee Relations so that all of them can help environmental performance indicators.

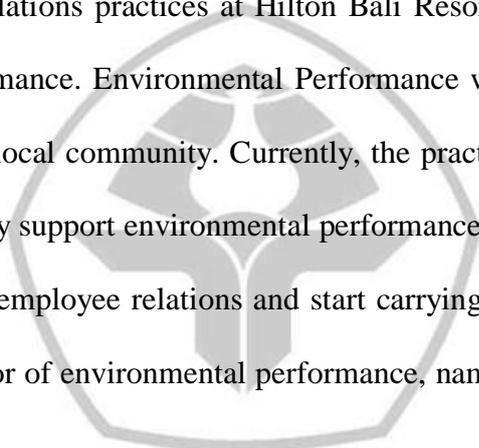
5.2 Suggestion

Based on the result of the data analysis and conclusion, the writes proses some suggestions as follow:

It is very important for Hilton Bali Resort to have a good understanding of the implementation of green employee relations at Hilton Bali Resort which will raise more awareness about sustainable ways within the property. Therefore, my suggestion through this research is that Hilton Bali Resort can implement the other

Green Employee Relations practices that have not been fully implemented by Hilton Bali namely Introducing Green Whistle Blowing and Help-lines, Joint Consultations in Resolving Environmental Issue, and Recognizes Union as a Key Stakeholder. By implementing these three-green employee relations practices perfectly, the expectation is greater to having the employees who have green behavior for protecting environment.

My other suggestion is that in the future, by perfecting the implementation of green employee relations practices at Hilton Bali Resort can also improve its environmental performance. Environmental Performance will have an impact on the environment and local community. Currently, the practice of green employee relations does not fully support environmental performance. It is better to improve the practice of green employee relations and start carrying out activities that can support every indicator of environmental performance, namely planet, people and profit.



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

REFERENCES

- Abuelhassan, A. E., & Elsayed, Y. N. M. K. (2020). The impact of employee green training on hotel environmental performance in the Egyptian hotels. *International Journal on Recent Trends in Business and Tourism*, 4(1), 24–33. <https://ejournal.lucp.net/index.php/ijrtbt/article/view/943>
- 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>
- Ahakwa, I., Yang, J., Agba Tackie, E., & Asamany, M. (2021). Green Human Resource Management Practices and Environmental Performance in Ghana: The Role of Green Innovation. *SEISENSE Journal of Management*, 4(4), 100–119. <https://doi.org/10.33215/sjom.v4i4.704>
- Ahmad, S. (2015). Green Human Resource Management: Policies and practices. *Cogent Business and Management*, 2(1). <https://doi.org/10.1080/23311975.2015.1030817>
- Ali, A., Ahmad, B., & Kazmi, S. (2021). *The effect of green human resource management on environmental performance : The mediating role of employee eco-friendly behavior*. 11, 1725–1736. <https://doi.org/10.5267/j.msl.2021.2.010>
- Aprianto, B. (2013). *Pedoman Lengkap Profesional SDM Indonesia*. PPM Manajemen.
- Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green Human Resource Management Practices : A Review Literature Review on Green HRM Practices. *Sri Lankan Journal of Human Resource Management*, 5(1), 1–16.

- Ayu, P., Yadnya, I., Triyuni, N. N., Agung, I. G., Krisna, M., & Sari, K. (2019). *Analysis of The Implementation Green Human Resources Management in Supporting Environmental Performance at Six Senses Uluwatu , Bali*. 1–10.
- Cahyani, F. A. (2020). Upaya Peningkatan Daya Dukung Lingkungan Melalui Penerapan Prinsip Sustainable Development Berdasarkan Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup. *Indonesian State Law Review*, 2(2), 168–179.
<https://journal.unnes.ac.id/sju/index.php/islrev/article/view/38472>
- Caraka, R. E., Lee, Y., Kurniawan, R., Herliansyah, R., Kaban, P. A., Nasution, B. I., Gio, P. U., Chen, R. C., Toharudin, T., & Pardamean, B. (2020). Impact of COVID-19 large scale restriction on environment and economy in Indonesia. *Global Journal of Environmental Science and Management*, 6(Special Issue), 65–84. <https://doi.org/10.22034/GJESM.2019.06.SI.07>
- Duggal, G., & Jain, L. K. (2020). Green Hrm – a Way To Greening the Environment. *Globus An International Journal of Management & IT*, 11(2), 1. <https://doi.org/10.46360/globus.mgt.120201001>
- Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st-century business. *Environmental Quality Management*, 8(1), 37–51. <https://doi.org/10.1002/tqem.3310080106>
- Gumilang, G. (2016). Metode Penelitian Kualitatif dalam Bidang Bimbingan dan Konseling. *Jurnal Fokus Konseling*, 2(2). <http://ejournal.stkipmpringsewu-lpg.ac.id/index.php/fokus/a>
- Hasibuan S.P. Malayu. (2010). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Hubermann, M. B. M. & M. A. (2014). *Qualitative Data Analysis*. Sage Publications.
- Isdarmanto. (2018). *Buku Ajar Hotel*.
- Isrososiawan, S., Rahayu, A., & Wibowo, L. A. (2021). Green Human Resources

Management Mendukung Kinerja Lingkungan Industri Perhotelan. *Jurnal Co Management*, 3(2), 457–470.

<https://doi.org/10.32670/comanagement.v3i2.425>

Kasavana, C. . (2017). *Hotel Room Division Management*. Kencana.

Leung, R. (2019). Smart hospitality: Taiwan hotel stakeholder perspectives.

Tourism Review, 74(1), 50–62. <https://doi.org/10.1108/TR-09-2017-0149>

Paillé, P., Boiral, O., & Chen, Y. (2013). Linking environmental management practices and organizational citizenship behaviour for the environment: a social exchange perspective. *The International Journal of Human Resource Management*, 24(18), 3552–3575.

<https://doi.org/10.1080/09585192.2013.777934>

Purnama, N. D. & Nawangsari, L. C. (2019). Pengaruh Green Human Resource Management Terhadap Sustainability Business : Pendekatan Konsep. *Prosiding: Seminar Nasional Peningkatan Mutu Perguruan Tinggi, Universitas Mercu Buana Jakarta, Tanjung Benoa-Bali, 29 Nopember 2019*, 32–39.

Rafiei, N., & Davari, F. (2015). The Role of Human Resources Management on Enhancing the Teaching Skills of Faculty Members. *Materia Socio Medica*, 27(1), 35. <https://doi.org/10.5455/msm.2014.27.35-38>

Rahmawati, E. J., Ronny, A., & Nopiyanti, A. (2020). Determinasi Kinerja Lingkungan. *Konferensi Riset Nasional Ekonomi, Manajemen, Akuntansi*, 2003–2020.

Renwick, D. (2016). *A study on green HRM practices in an organisation*. 2(8), 426–429.

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>

- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104(August), 333–339.
<https://doi.org/10.1016/j.jbusres.2019.07.039>
- Sugiyono. (2015). *Metode Penelitian Kombinasi* (28th ed.). Alfabeta Publisher.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Penerbit Alfabeta Bandung.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif*. Alfabeta.
- Sugiyono. (2019). *Metode Penelitian Pendidikan (Kuantitatif, Kualitatif, Kombinasi, R&D, dan Penelitian Pendidikan)*. Alfabeta.
- Tahu, G. P. (2019). Pengaruh Kinerja Lingkungan dan Pengungkapan Lingkungan Terhadap Kinerja Keuangan (Studi pada Perusahaan Manufaktur yang Terdaftar di BEI). *JASa (Jurnal Akuntansi, Audit Dan Sistem Informasi Akuntansi)*, 3(1), 14–26.
<http://journal.unla.ac.id/index.php/jasa/article/view/532>
- Toha, M., & Miyanto. (2015). Analisis Dan Perancangan Sistem Reservasi Hotel D ' Griya Serang. *Kumpulan Jurnal Ilmu Komputer*, 2(2), 58–61.
- Uma Sekaran & Roger Bougie. (2016). *Research Methods For Business*. John Wiley & Sons.
- UNWTO. (2017). *World Tourism Organization* (UNWTO Tour).