



Implementation of Green Recruitment and Green Training Development on Employee's Environmental Performance at Conrad Bali Hotel

Ni Made Septiawati¹, I Ketut Astawa², Ni Nyoman Triyuni³,
I Gusti Agung Bagus Mataram⁴

^{1,2,3,4}Peace Tours and Travel, Indonesia

Email: ¹nimadeseptiawatigmail.com, ²ketutastawa@pnb.ac.id, ³triyuni@pnb.ac.id,
⁴mataram@pnb.ac.id

Received on 28 October 2022	Revised on 9 November 2022	Accepted on 22 November 2022
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Abstract

Purpose: This article was purposed to analyze the development of existing green recruitment and green training as well as the best approach to take to improve employee environmental performance at the Conrad Bali Hotel.

Research methods: Quantitative data analysis was applied in this research using multiple linear regression analysis in the SPSS program, and qualitative descriptive analysis was used to interpret the information in words based on result and the actual situation.

Findings: Green recruitment and green training development are the practices of green human resources management used at the hotel. This implementation gives a positive influence on the employee's environmental performance. The hotel's management needs to be concerned about its environmental performance through green recruitment and green training development.

Implication: The employees are expected to have a sustainability vision in the end therefore the hotel can improve its environmental performance.

Keywords: green recruitment, green training development, environmental performance.

INTRODUCTION

Over the last few decades, tourism has developed into a topic that is lively discussed. Green tourism sustainability is rising further attention from different stakeholders due to its environmental benefits (Laarous-si et al., 2020). The concept of green tourism would be highly appealing to tourism stakeholders owing to improve environmental 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 stakeholders of the tourism business.

Tourism is one of the 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 is a traveling activity that keeps individuals away from their homes for a considerable amount of time. The tourism sector has a part to contribute profitable growth both directly and indirectly. Directly the tourism sector can be a contributor to the foreign exchange, accompanied by the number of foreign tourists arriving. The growth of

foreign exchange reserves makes the development process run further easily. Indirectly, tourism can be suitable to create numerous job opportunities.

As one of the largest profitable sectors, tourism 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 primary topics grabbing the attention of the entire world is protecting the environment and using all available sources to encourage people to come together to solve it. In the end, this issue encourages the use of new approaches and procedures that protect the environment in general. Employers and organizations can become more environmentally friendly by implementing new policies, practices, and initiatives that would assist in environmental protection. This process is known as "greening employees and organizations."

The management function known as human resource management (HRM) is important since it deals with a lot of people of an organization's valuable assets. At the moment, sustainability is being taken into account for the overall HRM environment. A key component of sustainability is Green Human Resource Management (GHRM) (Ahmad, 2015). GHRM implementation in the tourism sector is comparatively rare, although the tourism industry has a significant impact in the profitable sector, especially on both the environment and human resources. There are basic requirements to implement GHRM, especially in the tourism industry.

One of the hotels to use environmentally friendly efforts is the Conrad Bali Hotel. Conrad Bali Hotel is a 5-star hotel located in Jalan Pratama Tanjung Benoa, Badung. It has taken on the role of GHRM through green recruitment and green training development. The hotel has embraced the idea of sustainability and is working to promote employee knowledge of the need for environmental responsibility through green recruitment and training development. One of the implementations of green recruitment and green training development is doing the interview using an online platform and deep dive the candidate's perspective about environmental awareness. Green training programs were used to influence the culture and the way of thinking of the employees concerning how to handle environmental issues.

This research is purposed to analyze the current green recruitment and green training development as well as the best approach to take to improve employee environmental performance at the Conrad Bali Hotel.

RESEARCH METHODS

This study examines the impact of green recruitment and green training development practices on improving employee's environmental performance at the Conrad Bali Hotel. The independent variable (X) in this research are green

recruitment (X1) and green training development (X2). The dependent variable is environmental performance (Y). Qualitative and quantitative data, as well as primary and secondary data, and pur-positive sampling with a sample are the types and sources of data used. Literature review, observation, inter-view, and questionnaire were the data collection techniques used in this study.

In this research, the method of data analysis was descriptive quantitative and descriptive qualitative analysis technique. The quantitative descriptive analysis technique is an analysis technique by explaining the data obtained so that it becomes clearer than previously only numbers. The quantitative descriptive analysis technique is specifically the data in the form of numbers with mathematical logic and is obtained through a statistical approach with the help of SPSS data and Microsoft Excel tabulation. A data analysis technique called qualitative description is used to summarize and describe different social realities in a society that are the subject of inquiry. Based on the findings, this type of analysis also attempts to bring that reality to the fore as a characteristic and description of a certain circumstance.

FINDINGS

Multiple linear regression analysis is used to analyze the influence of Green Recruitment (X1) and Green Training and Development (X2) on Environmental Performance (Y) at Conrad Bali Hotel (Sugiyono, 2014).

Table 1. The Result of Multiple Linear Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.448	2.816		.869
	Green Recruitment	.718	.239	.292	3.010
	Green Training Development	1.751	.240	.710	7.307
a. Dependent Variable: Environmental Performance					

A constant value is 2,448 which states that if the value of green recruitment and green training development is 0, then the value of the environmental performance is 2,448 (X_1 and $X_2 = 0$; $Y = 2,448$). This means, if the two independent variables (green recruitment and green training development) do not contribute, then the value of environmental performance at Conrad Bali Hotel is 2,448. The regression coefficient value of the green recruitment variable is 0,718, which means if the value of other independent variables is 0 and the value of green recruitment (X_1) increases 1 percent, then the value of environmental performance (Y) will increase. This states that there is a positive effect of green recruitment on environmental performance at Conrad Bali Hotel. The regression

coefficient value of the green training development variable is 1,751, which means if the value of other independent variables is 0 and the green training development (X2) increases 1 percent, then the value of environmental performance (Y) will increase. This states that there is a positive effect of green training development on environmental performance at Conrad Bali Hotel. Based on the multiple linear regression analysis equation and its explanations, it can be seen that independent variables, namely green recruitment (X1) and green training development (X2) have a positive regression coefficient, which means that the green recruitment (X1) and green training development (X2) have a unidirectional relationship on environmental performance at Conrad Bali Hotel. If the independent variable increases (green recruitment and green training development), the dependent variable will also increase (environmental performance).

The hypothesis or temporary answer from problem identification that has been formulated in the previous chapter will be answered clearly in this hypothesis test by using several tests on the data that has been obtained (Sugiyono, 2014). There are three hypothesis tests used to answer all the problem identification raised in this research, as follows:

a. Partial Test

The t-test is used to find out and prove again whether the relationship that occurs between the independent variable (X) and the dependent variable (Y) is obtained or accidentally, or is used to test the influence hypothesis partially each independent variable on the dependent variable (Utama, 2016)

Table 2. The Result of T-test

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.448	2.816		.869	.392
	Green Recruitment	.718	.239	.292	3.010	.006
	Green Training Development	1.751	.240	.710	7.307	.000
a. Dependent Variable: Environmental Performance						

It states that the $t_{count} < t_{table} (3,010) > (2,055)$ with a significant value less than 0,05 ($0,006 < 0,05$) and the position of the t_{count} at the H_0 accepted area. From the basis of decision making on the t test, this results state that H_0 is accepted and H_a is rejected, which means that the green recruitment has a positive and significant effect on environmental performance at Conrad Bali Hotel. The t_{count} of green training development (X2) on environmental performance (Y) at Conrad Bali Hotel is 7,307 with a significant value of 0,006 which is less than 0,05 ($0,006 < 0,05$), this results state that H_0 is accepted and H_a is rejected,

which means that the green training development has a positive and significant effect on environmental performance at Conrad Bali Hotel.

b. F-Test (Simultaneous Test)

The F test is used to test whether all the independent variables included in this study have a simultaneous or joint influence on the dependent variable (Utama, 2016).

Table 3. The Result of F-Test

		Anova ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	440.150	2	220.075	67.741	.000 ^b
	Residual	87.717	27	3.249		
	Total	527.867	29			

a. Dependent Variable: Environmental Performance

b. Predictors: (Constant), Green Training Development, Green Recruitment

The Fcount of green recruitment (X1) and green training development (X2) on environmental performance (Y) is 24,521 with a significant value of 0,000 which is less than 0,05 ($0,000 < 0,05$). Based on these results, the value of Fcount > Ftable ($67,741 > 3,37$) with a significant value of 0,000 which is less than 0,05 ($0,000 < 0,05$). From the basis of decision making on the F test, these results state that Ha is accepted and H0 is rejected, which means that green recruitment and green training development in together or simultaneously have a positive and significant effect on environmental performance at Conrad Bali Hotel.

c. Coefficient Determination

This determination coefficient analysis serves to show the magnitude of the contribution of the dependent variable. The higher the R2 value, the greater the ability of the independent variables to explain the variation of changes to the dependent variable (Rimbawan, 2013).

Table 4. The Results of Coefficient Determination Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913 ^a	.834	.822	1.802

a. Predictors: (Constant), Green Training Development, Green Recruitment

b. Dependent Variable: Environmental Performance

The percentage value of the coefficient determination by looking at the Adjusted R Square value in Table 4.19 can be calculated using the following formula:

$$D = r^2 \times 100\%$$

$$D = 0,834 \times 100\%$$

$$D = 83,4\%$$

From the results of these calculations, it shows that the percentage of green recruitment and green training development simultaneously give the effect on environmental performance at Conrad Bali Hotel is 83,4%, while the rest of 16,6% is influenced by other factors outside of the variables used in this thesis.

Partial correlation analysis is used to determine the level of partial relationship between independent variable (X) and dependent variable (Y) (Utama, 2016).

Table 5. Result of Partial Correlation Analysis

		Correlations		
		Green Recruitment	Green Training Development	Environmental Performance
Pearson Correlation	Green Recruitment	1	.590**	.711**
	Green Training Development	.590**	1	.882**
	Environmental Performance	.711**	.882**	1
Sig. (2-tailed)	Green Recruitment		.001	.000
	Green Training Development	.001		.000
	Environmental Performance	.000	.000	
N	Green Recruitment	30	30	30
	Green Training Development	30	30	30
	Environmental Performance	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Based on Table above, it can be seen that the Fcount of green recruitment (X1) and on environmental performance (Y) is 0,711. Based on these results, the value of Fcount > Ftable (0,711 > 0,360). From the basis of decision making on the partial correlation analysis, these results state that H0 is accepted, which means that green recruitment variables X1 and environmental performance there is a positive relationship in the strong category. Fcount of green training development (X2) and on environmental performance (Y) is 0,882. Based on these results, the value of Fcount > Ftable (0,882 > 0,360). From the basis of decision making on the partial correlation analysis, these results state that H0 is accepted, which means that green training development variables X2 and environmental performance there is a positive relationship in the strong category. So it can be concluded that the variables X1 (green recruitment) and X2 (green training development) have a significant relationship to Y (employee environmental performance).

Standardized coefficients beta is used to determine the independent variables which have a dominant influence on the dependent variable. The analysis is carried out by comparing the magnitude of each standardized coefficients beta value of the independent variables. The independent variable which has the highest value of Standardized Coefficients Beta is stated as the independent variable that has the most influence on the dependent variable (Cahyani et al., 2018).

Table 6. The Results of Standardized Coefficients Beta

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.448	2.816		.869	.392
	Green Recruitment	.718	.239	.292	3.010	.006
	Green Training Development	1.751	.240	.710	7.307	.000
a. Dependent Variable: Environmental Performance						

Based on the table, the coefficient of beta b1 (green recruitment) is 0.292, and the coefficient of beta b2 (green training development) is 0.710. Where the green recruitment variable has the lowest value of 0.292 and the green training development variable has the highest value of 0.710. So, it can be concluded that the green training development variable has the most dominant value affecting the environmental performance of Conrad Bali Hotel.



Figure 1. Thrive- Eco Enzyme

TRAVEL WITH PURPOSE

Hilton

CONRAD BALI – NON ORGANIC WASTE



Figure 2. Making Christmas Tree From Non-Organic Waste

CONCLUSION

The implementation of green recruitment that has been conducted by Conrad Bali was recruiting candidates by inviting them to apply using online channels including email and an online application therefore the candidate sends their CV and application letter through email. Besides that Conrad Bali Hotel attract green candidate using an online pamphlet that has a barcode of the email company where the candidate can send their CV. The implementation of green training development that has been done by Conrad Bali Hotel is to conduct green training for all employees at all levels, including management. Conrad Bali Hotel has a program travel with the purpose that held every week with a different topic each training Conrad Bali Hotel also does training via virtual such as using google meet and Microsoft team, therefore can minimize the number of handouts or papers.

The employee's environmental performance at the Conrad Bali Hotel is significantly and positively impacted by green recruitment and green training development. This means that increasing green recruitment and green training development will improve the environmental performance at the Conrad Bali Hotel. The implication of this research indicates that environmental performance at Conrad Bali Hotel is still being improved in various ways, one of them is by doing the recruitment via online and improving all levels of employees' awareness of the environment through training that can increase environmental performance.

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 development variable has the highest value of 0.710. Thus, it could be stated that the green training development variable has the most dominant value affecting the employee's environmental performance of Conrad Bali Hotel. This can be a

good step ahead for management to maintain and improve their training program such as inviting environmentalist and keep doing practice every week about reducing waste activities.

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