Green Human Resources Management in Supporting Environmental Performance at Six Senses Uluwatu, Bali

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**ABSTRACT**

As a hotel that carries the concept of sustainability, it is very important to Six Senses Uluwatu, Bali to understand how green human resources management affects employees' environmentally friendly behavior, which in turn affects the company's environmental performance. Until now, the implementation of green human resources management has not been fully implemented at Six Senses Uluwatu, Bali, because there are still several things that hinder it. This research aims to analyze the implementation of green human resources management and to find out how green human resources management can support the environmental performance at Six Senses Uluwatu, Bali. This research uses a qualitative approach with data analysis techniques Miles and Huberman model, which consists of data reduction, data display, and conclusion drawing/verification. The implementation of Green Human Resources Management at Six Senses Uluwatu, Bali has been running at 75% so far. 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 human resources management which is always reviewed and improved.

**1. INTRODUCTION**

Six Senses is a resort founded in 1995, that takes a truly holistic approach to wellness. With a focus, not only on guest health but also on community well-being and destination environmental impact. Sustainability is embedded in the soul of the Six Senses brand, with social responsibility and environmentally conscious efforts at their resorts around the world (Darsiah et al., 2023; Urmila et al., 2023). Six Senses Uluwatu is the green resort in Bali that is certified by the World Green Council. This is a testament to its strong sustainability prospects. Six Senses Uluwatu, Bali has implemented a series of sustainability initiatives designed to reduce the energy, water, and waste involved with each guest's stay (Sudarsana et al., 2018; Sunarsa et al., 2022). The resort actively raises awareness in the local community, about environmental and social responsibility.

The company's performance in taking part in preserving the environment is usually called "environmental performance". Environmental performance is measured in the form of a rating by an institution related to the environment (Cabral & Lochan Dhar, 2019; Iskandar & Juhana, 2014; Khan & Johl, 2019). The greater the company's share in environmental activities, the better the company's image for stakeholders. Nowadays, the demands on companies are getting bigger. The company is expected not only to prioritize the interests of management and capital owners (investors and creditors) but also employees, consumers, and the community (Gulzar & Zongjun, 2011; Habolongan, 2016; Mohammed et al., 2017). One of the departments that contribute to preserving the environment is Human Resources. Human resources are one of the most important factors that cannot even be separated from an organization or company (Almaududi, 2018; Kusumah et al., 2021; Yanuar Mufti et al., 2019). Human resources are also the key that determines the development of the company. A myriad of concerns about the environment have been embedded in broader human resource development models and frameworks. Recently, the term green human resource management has emerged to specifically relate human resources management with environmental concerns (Octaviannand et al., 2017; Yusliza et al., 2017).

In the midst of the issue of increasing environmental damage due to the production process, green human resources management is needed to minimize this condition (Apriyanti et al., 2012; Chadès et al., 2011; Kunskaja, 2019). For a company to achieve ecological sustainability, it is very important to understand how green human resources management affects employee's environmentally friendly
behavior, which in turn affects the company’s environmental performance (Isrososiawan et al., 2020; Yafi et al., 2021). The term "green" often means something related to nature, but in this context, it is translated as "environmentally friendly". Green Human Resource is an effort to meet needs that have an impact on the balance between organizational growth to create wealth and protection of the natural environment that allows for building a successful future (Cabrál & Lochan Dhar, 2019; Napathorn, 2021; Yusliza et al., 2017).

Green human Resources Management reflects human resources management in environmental management, which emphasizes the role of human resources management in preventing and controlling pollution and protecting the environment in company operations. The concept of green human resources may include other human resources management practices, such as practices related to strategic, high-performance, and high-commitment human resources management, but green human resources management is different from these constructs in the several ways (Guixiao et al., 2017; Onori et al., 2018).

Nowadays, tourists are increasingly smart and selective in choosing hotels that consistently implement environmentally friendly practices (green hotels) by utilizing energy-efficient resources and choosing based on local products or those that are incorporated into the green industry (Demir et al., 2021; Yusof et al., 2017). Moreover, choosing a green hotel is not only an irreversible trend, but is also, perhaps, an excellent way of balancing consumption and environmental protection. In light of this, establishing a complete environmental evaluation system is a pressing matter for the hotel industry (Baker et al., 2014; Merli et al., 2019). As a hotel that carries the concept of sustainability, Six Senses Uluwatu, Bali certainly has a goal of becoming a green hotel that attracts many tourists.

One of the departments that also participates in supporting environmental performance at Six Senses Uluwatu Bali is Human Resources. There are several activities carried out by the Human Resources Department to protect the environment, namely Environmental Wellness, which promotes awareness and improvement of the environment and local communities. Able and empowered to contribute to the greater good, such as plogging in the village or beach near the resort, gardening at the organic garden, and visiting schools in the resort area and giving lessons on the use of plastic. Besides that, another step taken to protect the environment is to enforce a campaign on the host, such as not bringing single-use plastic bottles, using enough electricity and water, reducing paper use and using recycled paper, and having a zero-food waste day every month.

However, until now the implementation of green human resources management has not been fully implemented at Six Senses Uluwatu, Bali. Because there are still several things that hinder it. The of them is the lack of awareness of the employees themselves. Whereas the implementation of green human resources management will have a positive impact on the company as well as on employees (Hsiao et al., 2014; Khan & Johl, 2019). In fact, environmental performance can be defined as a company’s success in managing the relationship between its activities, or services, and the natural environment. So, by reducing the environmental impact created by the company’s activities, it can improve environmental performance. This research aims to analyze the implementation of green human resources management and to find out how green human resources management can support the environmental performance at Six Senses Uluwatu, Bali.

2. METHODS

This research was conducted in Six Senses Uluwatu, Bali. Six Senses Uluwatu is located on the southernmost tip of Bali, in Pecatu, Badung. The object of this research is the implementation of Green Human Resources Management in supporting Environmental Performance at Six Senses Uluwatu, Bali. The type of data used in this research is qualitative data. Qualitative data is the data in the form of words, sentences, gestures, facial expressions, charts, pictures, and photos (Sugiyono., 2014). The qualitative data used in this research are history of hotel, hotel facilities, hotel organization chart, the general description and information of the implementation green human resources management in supporting environmental performance at Six Senses Uluwatu, Bali and also the results of the interview with several parties from Six Senses Uluwatu, Bali.

Based on this research, there are several stages of data collection method that will be carried out, which are observation, interviews, documentation, and literature study. In this research, the interview will be conducted to Human Resources Manager, Training Manager, Manager of each department and several other parties from Six Senses Uluwatu, Bali. They are selected due to the responsible to manage each section which related to the management of the human resource. Documentation is a method used to obtain data and information in the form of books, archives, documents, written numbers, and pictures in the form of reports and information that can support research. Then the results of the literature review provide an understanding of the development of knowledge, sources of policy-making stimulus, spark the creation of new ideas, and are useful as a guide for research (Snyder, 2019).
Data analysis is a technique in qualitative data analysis that is carried out interactively and takes place continuously until it is completed, so that the data is already saturated. Activities in data analysis are: data reduction, data display, and conclusion drawing/verification (Miles et al., 2014). Findings can be in the form of a description or description of an object that was previously dim or dark so that after research it becomes clear. It can be in the form of casual or interactive relationships, hypotheses, or theories).

3. RESULTS AND DISCUSSIONS

Result  
As the hospitality industry faces many environmental issues, implementing sustainable business practices, such as encouraging the implementation of green human resource management practices, will provide a mutually beneficial situation for the organization and its stakeholders. To improve environmental performance, it is important to encourage the implementation of green human resource management, starting from job design and analysis; recruitment; selection; induction; training and development; performance evaluation; reward management; employee discipline management.

Six Senses Uluwatu, Bali is one of the resorts in Bali that carries the concept of sustainability. By carrying out an environmentally friendly concept, many things and activities at the hotel are related to environmental preservation. One of the departments that contributes to preserving the environment is Human Resources. The implementation of green human resources management is expected to have a positive impact on the environment. So that it can help contribute to preserving the environment. Model of green human resources management that supporting environmental performance is show in Figure 1.

![Figure 1. Model How Green Human Resources Management supporting Environmental Performance at Six Senses Uluwatu, Bali](image)

3 Main Pillars Support the Environmental Performance at Six Senses Uluwatu, Bali

Six Senses Uluwatu, Bali is known as a hotel that prioritizes environmental care. It can be seen from the origin of the brand itself, which has since been created and has grown with the concept of sustainability. Basically, Six Senses Uluwatu, Bali has 3 main pillars, namely: Out of Ordinary, Wellness, and Sustainability. These 3 pillars are interrelated, where the concepts of wellness and sustainability are used to produce an extraordinary experience for guests and staff. There are several employee activities that are held based on
one of the pillars of this hotel, namely sustainability. This employee activity is also expected to help improve the environmental performance of Six Senses Uluwatu, Bali.

**Green Job Design and Analysis**

With many environmental problems today, a company must start looking for ways to improve and preserve the environment. One of the first steps that can be taken is to apply Green Job Design and Analysis. In general, Green Job Design and Analysis is a process used to determine and create a number of duties and responsibilities of an employee related to environmental protection. Nowadays, many companies have designed new environmental jobs or positions to focus exclusively on the environmental management aspects of the organization.

**Green Recruitment**

One of the functions of green human resources management is green recruitment, which allows firms to promote green human resources management efforts to potential job seekers. The most difficult and complicated difficulty facing Human Resources is hiring and keeping talented personnel. The hiring function can support effective environmental management by ensuring that new employees understand the organization’s environmental culture and share its environmental values.

**Green Selection**

After conducting the recruitment process, the next stage is the selection process. Green Selection is the process of selecting applicants who are green enough to fill job vacancies and who have engaged in greening as consumers in their personal lives. Green selection can also be said as a procedure for selecting job applicants who behave with knowledge, competence and skills in the organization’s environmental management system.

**Green Induction**

In general, induction is the process of welcoming new employees into the company and officially making them part of it. For new employees, induction is necessary to ensure they understand the company’s environmental culture. The aim of “green induction” is to make new employees familiar with the organization’s greening efforts as well as be able to develop an induction program that demonstrates the green behavior of current employees.

**Green Training and Development**

Green training and development refer to a system of activities that motivate employees to learn environmental protection skills and pay attention to environmental issues, which is the key to achieving environmental goals. Training can increase employees’ awareness, knowledge, and skills in environmental activities. Green training should be provided along with the education program for all members of the organization, not only those associated with the environmental department. Green training and development are training that educates and trains employees to master work methods that save energy, reduce waste, and use environmental awareness in organizations.

**Green Performance Evaluation**

Green performance evaluation is a system for evaluating employee performance activities in the environmental management process. The most important aspect of green performance evaluation is performance appraisal, which will affect the subsequent compensation process and effectiveness. Green performance evaluation emphasizes the role of employees in environmental management, which can make them more responsible for environmental management performance. It is important to identify green results and encourage hosts to take responsibility for environmental management performance.

**Green Reward Management**

The green reward system plays an important role in motivating people and helping to identify their significant performance towards environmental stewardship. The purpose of adopting award criteria is to achieve, retain, and motivate people to perform well and realize the importance of protecting the environment. A green reward system means aligning the system with the green policies and practices used by the company. It should be designed to encourage green initiatives in the workplace and in everyday life, as well as to reduce its carbon footprint.
Discussion
From the explanation regarding environmental performance at Six Senses Uluwatu, Bali above, here are some implementations of Green Human Resources Management in supporting Environmental Performance at Six Senses Uluwatu, Bali.

People Pillar
Currently, several collaborations between the resort and the local village are being planned. This plan aims to establish good relations with the local community and hopes to help advance the business of the area around the hotel. For the next few years, there will be a program with BUMDes for hotel waste management (Kumar, 2005; Mohan et al., 2017; Sujai & Juwana, 2021). This will provide benefits both for the hotel and for the surrounding environment. With this cooperation program, the hotel can achieve its goal of reducing waste in the hotel and for the local community. With this cooperation program, it will be able to generate employment.

Six Senses Uluwatu, Bali certainly has standards for the recruitment of new employees. One of the recruitment standards is stated in the interview guide for Six Senses Uluwatu, Bali. In the interview guide, there were questions about sustainability and the local community. Asking questions about sustainability and the local community aims to produce employees who have an awareness of the surrounding environment, whether it's maintaining cleanliness, reducing plastic use, or being willing to take part in activities to support the local community (Oka, I, M et al., 2021; Purnomo et al., 2021). So, from the results of the recruitment, Six Senses Uluwatu, Bali can consider whether the candidate is compatible with the work culture at the hotel. In addition, in the recruitment process, Six Senses Uluwatu, Bali has a quota for local people. Potential local people will be recruited as employees, with the hope that this will help the village community around the hotel.

This practice can support environmental performance by selecting employee candidates who meet the requirements sought by Six Senses Uluwatu, Bali. Prioritizing environmental care is the most important requirement because Six Senses Uluwatu, Bali strongly holds the pillar of sustainability. In addition to selecting people who are qualified and meet green qualifications, Six Senses Uluwatu, Bali will also recruit local people around. There are several quotas in the department that can be filled by local people. The selected local people are local people who have skills and, of course, meet the qualifications of Six Senses. But it is very unfortunate that there are still many local people who lack the skills and have not been accepted by the hotel. Therefore, Six Senses Uluwatu, Bali is currently starting to look for ways to help and build local communities so that they have better skills, which will be useful for them (Andiani & Widiastini, 2017; Pratama & Mandaasari, 2020).

Green induction is welcoming new employees, which is needed so that employees understand the company’s environmental culture. The practice of green human resource management has not been carried out perfectly at Six Senses Uluwatu, Bali. Until now, there have been no written or official rules regarding this practice. Even so, a green induction will usually be carried out for every new employee. This practice will let new employees know about the work culture at Six Senses Uluwatu, Bali. This practice is expected to familiarize new employees and encourage them to engage in green behavior (Apriyanti et al., 2012; Deraman, 2017). After doing green induction, it will be continued with orientation. The existence of induction and orientation will produce employees who care about the culture and the surrounding environment.

Planet Pillar
The following is an explanation of the green human resource management functions that support planet indicators on environmental performance at Six Senses Uluwatu, Bali. This practice of green human resources management has not been officially implemented by Six Senses Uluwatu, Bali. However, with the sustainability department, it has become the beginning of the Six Senses Uluwatu step. Bali designs work that starts to think about environmental concerns and local communities. The existence of a sustainability department helps the resort analyze more deeply the relationship between the resort and the surrounding environment (Baiev et al., 2019; Kusumah et al., 2021). This is closely related to environmental performance, where the sustainability department is always developing new ideas for environmental performance at Six Senses Uluwatu, Bali. In addition to new ideas, the sustainability department is also tasked with maintaining the bond between the resort and the local community. The sustainability department is very concerned about the use of plastic in hotels, both for use by employees and guests. So, by taking into account how much plastic is used in hotels, the sustainability department can continue to strive until it reaches the goal of "plastic free 2022".

These green human resources management practice will help environmental performance by deceiving local people and looking for prospective staff who have an awareness of the environment (Guiyao
et al., 2017; Isrososiawan et al., 2020). The benefits will be felt equally by the hotel and the local community. Recruiting prospective staff who have an awareness of the environment will greatly help environmental performance because later on, the staff will definitely participate in helping to protect the environment. This will help environmental performance by actively participating in sustainability activities held by Human Resources, for example, CSR.

Green selection will really help environmental performance, because in addition to choosing people who will care about the environment, Six Senses Uluwatu, Bali also hires local people. This will affect the hotel’s relationship with the local community. With this practice, Six Senses Uluwatu, Bali will find employees who match their qualifications, especially those related to the environment, so that employees at Six Senses Uluwatu, Bali have an awareness of the environment and have the desire to preserve it.

Employee performance evaluation in the environmental management process is important. In the implementation of green human resources management, green performance evaluation is carried out to assess how employees are performing towards the environment. Six Senses Uluwatu, Bali conducted a performance evaluation by assessing how employees perform while working at the company (Deraman, 2017; Yafi et al., 2021). Sustainability is one of the most important assessments according to the pillars of Six Senses Uluwatu, Bali. During the evaluation, there were several questions related to sustainability. Six Senses Uluwatu, Bali can support environmental performance with an assessment to improve employees’ attention to the environment.

The plastic hero will have a big enough impact because the result of the unique idea that the plastic hero has will usually benefit Six Senses Uluwatu, Bali. For example, one of the ideas from a plastic hero is to cut used glass bottles that are no longer used and turn them into ashtrays so they can be reused in restaurants. In addition to ideas that produce goods, usually someone can also get a “plastic hero” nomination for carrying out activities in hotels without plastic (Josephine, 2017; Kaliappan & Hamid, 2021). Someone was once given a plastic hero nomination because during his work he never brought single-use plastic and always invited his friends in his department to start reducing plastic. This will support Six Senses Uluwatu, Bali in creating a clean and healthy environment.

**Profit Pillar**

The implementation of Green Job Design and Analysis at Six Senses Uluwatu, Bali is with the sustainability department. This department really helps the environmental performance of Six Senses Uluwatu, Bali. Many ideas or activities are created and developed by the sustainability department to protect the surrounding environment (Cabral & Lochan Dhar, 2019; Hsiao et al., 2014). What the sustainability department does to help indicate profit is at Six Senses Uluwatu, Bali, they raise animals such as chickens, but these animals are not just displayed, but the chickens are cared for so that they can lay eggs. The eggs will be given to the kitchen and processed for the menus given to guests. This is what makes Green Job Design and Analysis able to support profit indicators on environmental performance.

Six Senses Uluwatu, Bali has a training program related to sustainability and it is mandatory. This training is conducted to invite and train employees to be more aware of the importance of the environment and culture around us. The material given during the training is material that comes from corporate. The Six Senses brand has been very attached to sustainability since its early growth in 1995. There are several training activities carried out that can support profit. An example that has been done is Zero Food Waste Day every month. This activity is carried out to train employees to appreciate and spend food without wasting food. This is what makes Green Training and Development support profit indicators on environmental performance.

With the Green Reward Management, Six Senses Uluwatu employees and Bali will have the driving factor to create ideas related to environmental conservation. In addition, employees can also invite other employees to carry out their movements (Apriyanti et al., 2012; Mohd Zubir et al., 2021). This function will produce new ideas that can be used or applied in hotels. For example, at Six Senses Uluwatu, Bali, an employee was chosen to be a plastic hero because he had the idea of turning unused linen into tote bags. In addition to creating new ideas, he also invites friends and colleagues to always bring their own cloth bags to reduce the use of plastic. The tote bag idea was finally seen by the hotel. The tote bag has started to become an activity for guests. This is what Green Reward Management means to help profit indicators on environmental performance.

Although the implementation of Green human resources management is not perfect, but it has been able to help environmental performance at Six Senses Uluwatu, Bali. Every function of green human resources management has aided environmental performance, as measured by three indicators: planet, people, and profit. Although not yet perfect, Six Senses Uluwatu, Bali will continue to improve the implementation of the functions of Green Human Resources Management so that all of them can help environmental performance indicators.
4. CONCLUSION

Based on the results of the analysis and discussion regarding the implementation of green human resources management in supporting environmental performance at Six Senses Uluwatu, Bali, it can be concluded that Six Senses Uluwatu, Bali has started implementing green human resources management at this time. Although it is not perfect, there is already a process in implementing green human resources management which is always reviewed and improved. Green human resources management is not only carried out by the human resources department but requires the help of other employees to achieve its goals.

5. REFERENCES


