

Green human resources management application to enhance environmental performance in Hotel Le Morgane, France

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Abstract: This study aimed to determine the application of green human resource management at Hotel Le Morgane, France, and to analyze the hotel's environmental performance through the application of green human resource management. The method used is descriptive statistics by distributing questionnaires to 42 employees. Data collection methods used in this study were observation, a document study, a literature study, interviews, and questionnaires. The results of study indicate that green human resources application at Hotel Le Morgane starts with Green Recruitment and Selection, Green Training and Development, Green Performance Assessment, and Green Reward and Compensation. The hotel needs to pay attention to environmental performance indicators in practices carried out by human resources.

Keywords: environmental performance, green human resource, management.

Introduction

Understanding environmental sustainability is one of the solutions to reduce the effects of global warming. Environmentally sustainable is the quality of not being harmful to the environment or depleting natural resources, and thereby supporting long-term ecological balance. In order to improve environmental performance in the tourism industry, especially the hospitality industry, companies need qualified human resources to train and manage their employees to support the environment. The literature indicates that green human resources management (GHRM) represents the environmental management aspect of human resources management (HRM) by focusing on the role of HRM in preventing pollution through an organization's operational processes. (Renwick et al., 2013).

In this case, the hotel industry needs Green Human Resources (GHR) as a key to environmental management because HRM plays a crucial role in achieving the organisation's environmental goals (Umrani et al., 2020). In the hotel industry, green practice to support a sustainable environment includes saving energy and water, managing waste, and educating guests and employees about the environment (Rahman et al., 2012). However, as time goes by, the quality of the environmental performance in the hotel still needs some improvement to support the environment.

Hotel Le Morgane is one of the hotels in France that obtained the European Ecolabel and the Green Globe certification. In 2010, the hotel was an eco-responsibility one. This hotel's market is international, mainly tourists from England, Switzerland, and Italy. They come to ski, and the hotel is located near tourists attraction and offers a room's view of Mont Blanc and Brevent. The hotel gives the training program continuously at the beginning of the new season to their employee to gain knowledge about the environment. This result is in line with their goal of running a business that offers a unique experience while facing environmental sustainability challenges and social responsibility towards society. Today most consumers look for companies which adopt environmental standards (Cherian & Jacob, 2012). As a green hotel, Hotel Le Morgane must maintain its label to run the hotel as green as possible. In this case, the hospitali-

ty industry requires Green Human Resources as the key to environmental management because HRM has a vital role in achieving organizational environmental goals (Umrani et al., 2020).

Methodology

This research was conducted in Hotel Le Morgane, France. This hotel is a 4-star hotel under Temmos Group. This research was conducted for five months, from March to July 2022. Hotel Le Morgane was chosen as the location of this research because this hotel has never done any research about green human resources management to enhance environmental performance.

Data collection methods were observation, a document study, literature review, interview and questionnaires. The method used for this research was a descriptive statistic by distributing questionnaires to 42 employees. The questionnaire consists of 32 questions in English and French with four indicators of Green Human Resources Management and eight indicators of Environmental Performances, as described in Table 1.

Table 1. Green Human Resources Management Measures

Green Human Resources Management	Practices
Green Recruitment and Selection	Selecting and recruiting employees in Hotel Le Morgane who are supportive and interested in the environment. Selecting and recruiting employees in Hotel Le Morgane who are supportive and interested in the environment or in the other word recruitment must include environmental criteria. In the job analysis phase, job descriptions and individual specifications should explain and emphasize environmental aspects, green achievements and explain what is expected of green employees in the future.
Green Training and Development	Hotel Le Morgane do training, development and learning plans programs, workshops and sessions to enable employees to develop and gain knowledge in environmental management
Green Performance Assessment	Hotel Le Morgane identifying employee strengths and weaknesses, and provide performance feedback.
Green Reward and Compensation	Hotel Le Morgane give reward and compensation to their employees for their commitment to environmental practices.

(Source: Isrososiawan et al., 2020)

Table 2. Environmental Performance Measures

Environmental performance	Practices
Significant reduction in environmental incidents	Reduction in the number of environmentally harmful accidents
Continuous improvement	Continuously achieving and/or exceeding environmental targets
Recycling performance	Significant improvement in the recycling of materials (solid, liquid, and gas)
Stakeholder perception	Use of feedback of environmental performance from the surrounding community and interests group
Independent audits	Use of independent assessment and report of environmental performance
Waste reduction	Significant reduction of waste
Resource consumption	Significant reduction in resource consumption (water, energy, steam, solid, and fuel)
Cost savings	Significant reduction in costs due to environmental projects and activities

(Source: Roscoe et al., 2019).

Results and Discussion

Results

Application of Green Human Resources Management

In this research, validity test is used to determine whether each item in the instrument is valid or not. The R-table of 42 respondents is 0,304 using significance level of 0,05.

Table 3. Validity Test

Variables	Statement	Item total correlation	R-Table	Description
Green Recruitment and Selection	Q1	0,656	0,304	Valid
	Q2	0,646	0,304	Valid
	Q3	0,335	0,304	Valid
	Q4	0,592	0,304	Valid
	Q5	0,646	0,304	Valid
	Q6	0,414	0,304	Valid
	Q7	0,607	0,304	Valid
	Q8	0,673	0,304	Valid
Green Training and Development	Q9	0,538	0,304	Valid
	Q10	0,76	0,304	Valid
	Q11	0,496	0,304	Valid
	Q12	0,57	0,304	Valid
	Q13	0,592	0,304	Valid
	Q14	0,595	0,304	Valid
	Q15	0,591	0,304	Valid
	Q16	0,691	0,304	Valid
Green Performance	Q17	0,497	0,304	Valid

Assessment	Q18	0,654	0,304	Valid	
	Q19	0,636	0,304	Valid	
	Q20	0,492	0,304	Valid	
	Q21	0,543	0,304	Valid	
	Q22	0,458	0,304	Valid	
	Q23	0,543	0,304	Valid	
	Q24	0,631	0,304	Valid	
	Q25	0,853	0,304	Valid	
	Q26	0,822	0,304	Valid	
	Q27	0,82	0,304	Valid	
	Green Reward and Compensation	Q28	0,762	0,304	Valid
		Q29	0,859	0,304	Valid
Q30		0,809	0,304	Valid	
Q31		0,749	0,304	Valid	
Q32		0,805	0,304	Valid	

(Source: Data Processed, 2022)

The statement can be said to be a valid statement if the R-value is greater than the R-table. The questionnaire result shows that all statements have an R-value of more than 0,304 (R-Table), so all statements are valid.

After the validity test, the reliability test is done. The instrument is reliable if the Cronbach Alpha value is more significant than 0.60. According to Sugiyono (2017), if the Cronbach Alpha is less than 0.60, the instrument is considered not reliable.

Table 4. Reliability Test

Variables	Cronbach's Alpha	Description
Green Recruitment and Selection	0,712	Reliable
Green Training and Development	0,753	Reliable
Green Performance Assessment	0,68	Reliable
Green Reward and Compensation	0,925	Reliable

(Source: Data Processed, 2022)

The reliability test results in Table 4 show that each variable has a Cronbach's Alpha value greater than 0.60. So, the data in this study are reliable.

The questionnaire was shared with 42 employees in Hotel Le Morgane regarding simple descriptive statistics. The data was collected online by google form. To analyze the results of the questionnaires, the data was processed and counted with the following formula:

$$\text{Percentage "Yes" answer} = \frac{\text{Total of "Yes" answer}}{\text{Total score}} \times 100\%$$

If the answer is "Yes" will be given score 1, and if the answer is "No" will be given score 0. Based on Arikunto (Arikunto, 2016) the result of the score will be classified in 5 criteria as follows:

1. 81-100% = Very appropriate

2. 61-80% = Appropriate
3. 41-60% = Appropriate Enough
4. 21-40% = Less Appropriate
5. 0-20% = Inappropriate

Green Recruitment and Selection

Hotel Le Morgane hired new employees every season, both winter and summer. The recruitment system starts with interviewing the candidate. The new employee will be interviewed directly by the department. The Green Recruitment and Selection includes the interview question and the hotel's green practices. The interview is about why the employee is interested and motivated to perform recycling, reduce waste, and reduce resource consumption. This data is already processed; the result can be seen in Table 5.

Table 5. Result of The Questionnaire of Green Recruitment and Selection

Question	Statement	Percentage (%)	Criteria
Q1	Hotel selecting and recruiting employees in Hotel Le Morgane who are supportive, interested, and motivated to reduce the environmental accident	60	Appropriate enough
Q2	Hotel select and recruiting employees in Hotel Le Morgane who are supportive, interested, and motivated to do continuous improvement regarding to environmental concern	79	Appropriate
Q3	Hotel select and recruiting employees in Hotel Le Morgane who are supportive, interested, and motivated to do recycling performance in the hotel	86	Very appropriate
Q4	Hotel select and recruiting employees in Hotel Le Morgane who are supportive, interested, and motivated with the feedback of environmental performance from the surrounding community and interest group	36	Less appropriate
Q5	Hotel select and recruiting employees in Hotel Le Morgane who can use independent assesment and report of environmental performance	55	Appropriate enough
Q6	Hotel select and recruiting employees in Hotel Le Morgane who are supportive, interested, and motivated to do reduction of waste	79	Appropriate
Q7	Hotel select and recruiting employees in Hotel Le Morgane who are supportive, interested, and motivated to reduce resource consumption (water, energy, steam, solid, and fuel)	86	Very appropriate
Q8	Hotel select and recruiting employees in Hotel Le Morgane who are supportive, interested, and motivated to reduce in costs due to environmental project and activities	69	Appropriate

Hotel Le Morgane also provides apartments for their employees that are located near the hotel for free and puts this benefit on its job vacancy brochure to attract the candidate to apply for the job in the hotel. In green recruitment and selection, applications are invited via online mediums such as email, online application forms or global talent pools. Where possible, telephone or video-based interviews are conducted to minimize the environmental impact associated with the trip (Saini & Shukla, 2016). The candidates will be informed by email to their email address, and the applicant and the hotel management will decide on the interview date. The interview was done by telephone with the candidates and interviewed directly by the head of the department.

Green Training and Development

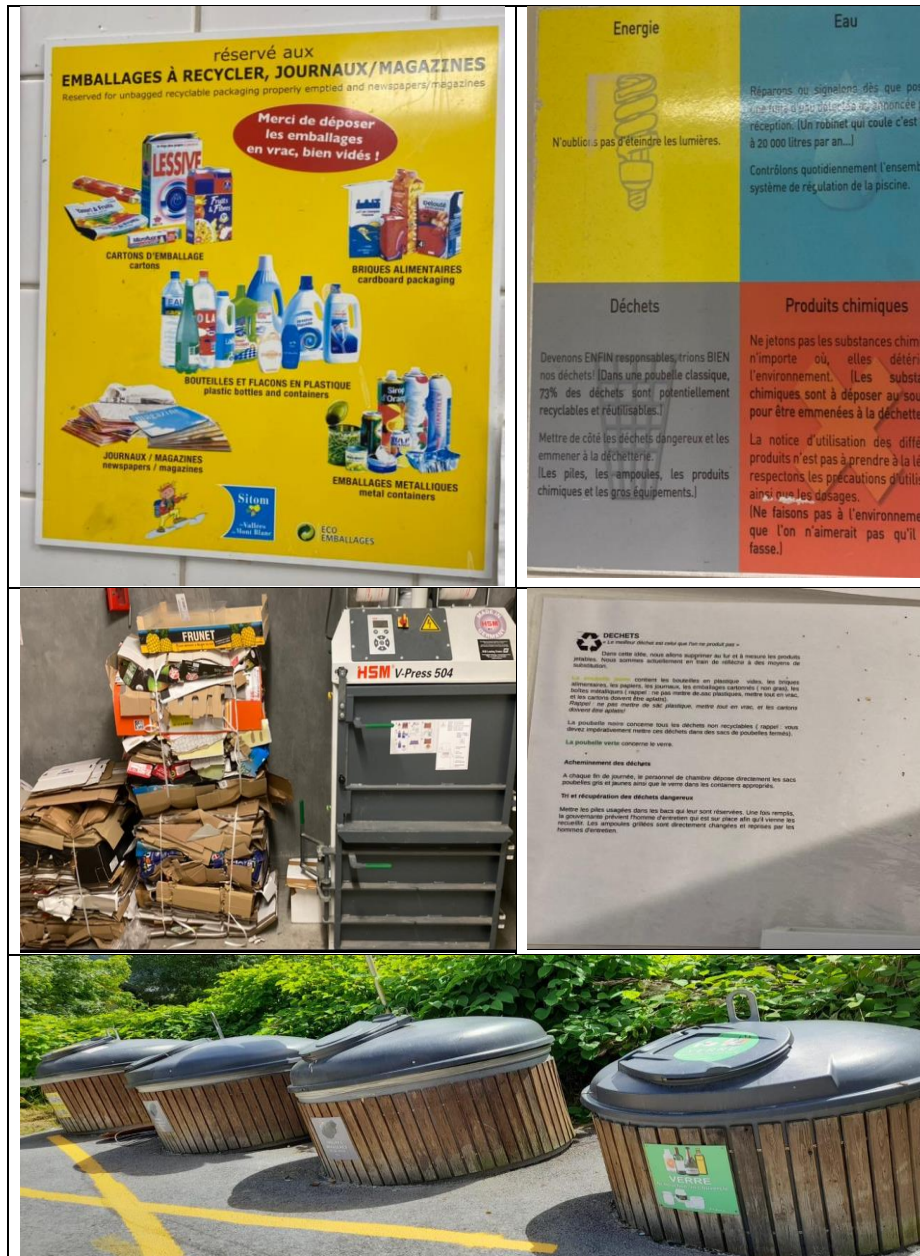
Every season the hotel hires new employees. In this case, the hotel always gives the manager a training program that is not only to develop and gain knowledge about the business but also all environmental issues, both locally and globally, caused by hotel businesses. The company gave Training and Development to the manager and the supervisor as a leader of the department and leader of the section, and all employees through their manager in every department. Table 6 shows the Green Training and Development application in Hotel Le Morgane.

Table 6. Result of The Questionnaire of Green Training and Development

Question	Statement	Percentage (%)	Criteria
Q9	Hotel do some learning, training, and developmentplan programs, workshop or sessions to enable employees to develop and gain knowledge about reduction in the number of environmental harmful accidents	76	Appropriate
Q10	Hotel do some learning, training, and developmentplan programs, workshop or sessions to enable employees to develop and gain knowledge about the continuous improvement and or exceed environmental targets	69	Appropriate
Q11	Hotel do some learning, training, and developmentplan programs, workshop or sessions to enable employees to develop and gain knowledge about recycling performance	83	Very appropriate
Q12	Hotel do some learning, training, and developmentplan programs, workshop or sessions to enable employees to develop and gain knowledge about stakeholder perception	48	Appropriate enough
Q13	Hotel do some learning, training, and developmentplan programs, workshop or sessions to enable employees to develop and gain knowledge about independent assessment and report of environmental performance	69	Appropriate

Q14	Hotel do some learning, training, and developmentplan programs, workshop or sessions to enable employees to develop and gain knowledge about the importance of waste reduction and how to optimally reduce the waste	79	Appropriate
Q15	Hotel do some learning, training, and developmentplan programs, workshop or sessions to enable employees to develop and gain knowledge about the importance reduction of resource consumption or how to reduce the resource consumption (water, energy, steam, solid, and fuel)	76	Appropriate
Q16	Hotel do some learning, training, and developmentplan programs, workshop or sessions to enable employees to develop and gain knowledge about the importance of reduction in costs due to environmental projects and activities or how to optimally reduce costs due to environmental projects and activities.	67	Appropriate

This training and development were carried out directly to employees by improving their performance and providing knowledge during work. For the new employees, the supervisor will pay attention and teach green practices by teaching how to process waste and work efficiently by paying attention to energy consumption, such as saving water and electricity. The hotel had a reminder on the wall on every side of the hotel, such as a restaurant, kitchen, swimming pool, laundry, toilets, and many other places. This reminder has a function to remind the employees to turn off the lights if they are not using them, turn off the computer, and reduce water consumption. The manager, who is the department's leader, will give instructions for what things can be done and what things are prohibited in their department regarding environmental concerns. The supervisor in the section will do the same thing to all employees and control more during the work. The housekeeping department uses many chemicals to clean the hotel area. The hotel management placed the waste chemical reminder to give the knowledge and reminder to reduce the use of the chemical in the housekeeping department.



(Source: Hotel Le Morgane, 2022)

Figure 1. Recycle-able waste reminder (left-up), energy, water, waste reminder (right-up), carton folding machine (left-center), chemical products reminder (right-center), different trash can for different waste (bottom)

Green Performance Assessment

Performance assessment significantly enhances employees' motivation toward organizations eco-initiatives (Jabbar & Abid, 2015). In order to know more about the application of Green Performance Assessment at the hotel, Table 7 is the result of the questionnaire.

Table 7. Result of the Application of Green Performance Assessment

Question	Statement	Percentage (%)	Criteria
Q17	Hotel identifies employee strengths and weaknesses, and provide performance feedback regarding to employee's activities that reduce the number of environmentally harmful accidents	64	Appropriate
Q18	Hotel identifies employee strengths and weaknesses, and provide performance feedback regarding to employee's activities that do continuous improvement to achieve or exceed environmental targets	69	Appropriate
Q19	Hotel identifies employee strengths and weaknesses, and provide performance feedback regarding to employee's activities that do improvement in the recycling performance	76	Appropriate
Q20	Hotel identifies employee strengths and weaknesses, and provide performance feedback regarding to employee's activities that use feedback of environmental performance from the surrounding community	48	Appropriate enough
Q21	Hotel identifies employee strengths and weaknesses, and provide performance feedback regarding to employee's activities that use independent assessment and report of environmental performance	74	Appropriate
Q22	Hotel identifies employee strengths and weaknesses, and provide performance feedback regarding to employee's activities that do significant reduction of waste	71	Appropriate
Q23	Hotel identifies employee strengths and weaknesses, and provide performance feedback regarding to employee's activities that do significant reduction in resource consumption (water, energy, steam, solid, and fuel)	74	Appropriate
Q24	Hotel identifies employee strengths and weaknesses, and provide performance feedback regarding to employee's activities that do significant reduction in costs due to environmental projects and activities	48	Appropriate enough

Hotel Le Morgane identifies the strengths and weaknesses of its employees concerning its activities that care about the environment. Each department leader exercises this authority to see an increase in environmental care activities carried out by employees. Briefings are held every morning before starting work and in the afternoon or evening after finishing work by discussing what needs to be improved, what needs more attention to protect the environment, and what is the solution for the problem.

Green Reward and Green Compensation

Some company's employees are financially rewarded by giving the incentives, bonuses, cash etc., for their good environmental performance. In some other compa-

nies, employees are non-financially rewarded (awards/special recognitions/honors/prizes) for their good environmental performance (Arulrajah, 2015).

Table 8. Result of the Application of Green Reward and Compensation

Question	Statement	Percentage (%)	Criteria
Q25	Hotel gives reward and compensation to the employees for their commitment to reduce the number of environmentally harmful accidents	40	Less appropriate
Q26	Hotel gives reward and compensation to the employees for their commitment to continuously achieve and or exceed environmental targets	38	Less appropriate
Q27	Hotel gives reward and compensation to the employees for their commitment to do significant improvement in the recycling performance	48	Appropriate enough
Q28	Hotel gives reward and compensation to the employees for their commitment to use feedback of environmental performance from surrounding community	36	Less appropriate
Q29	Hotel gives reward and compensation to the employees for their commitment to use independent assessment and report of environmental performance	45	Appropriate enough
Q30	Hotel gives reward and compensation to the employees for their commitment to do significant reduction of waste	43	Appropriate enough
Q31	Hotel gives reward and compensation to the employees for their commitment to do significant reduction in resource consumption (water, energy, steam, solid, and fuel)	43	Appropriate enough
Q32	Hotel gives reward and compensation to the employees for their commitment to do significant reduction in costs due to environmental projects and activities	48	Appropriate enough

Table 8 shows the low percentage in every environmental performance indicator through Green Reward and Compensation. All of the statements are under 50 percent and Appropriate criteria. This result means Hotel Le Morgane needs to implement the Green Reward and Compensation better. Rewards can be in the form of monetary-based environmental management rewards (e.g. bonuses, cash, premiums), non-monetary-based rewards (e.g. sabbaticals, leave, rewards), recognition-based environmental management rewards (e.g. awards, dinners, publicity, roles external and daily praise), and positive environmental management rewards e.g. feedback (Opatha, 2013). In Hotel Le Morgane, rewards and compensation are given more for the employee's ability and accomplishment than for the employee who does the green practice. The hotel management often gives recognition-based rewards such as dinners to the employees who have accomplished making the hotel's service run better. Accomplishments are often given to hotel staff who perform well, such as sorting waste according to its type, utilizing used paper, providing ideas for reducing waste in hotels, and other green practices.

Discussion

Enhancing Hotel Environmental Performance through Green Human Resources Management

In the environmental criteria on recruitment and selection process, employee motivation for environmental efforts appears to be the most important driver for their commitment to environmental performance (Pham & Paillé, 2020). The motivation of the candidates will be seen in the interview process. Even if Hotel Le Morgane did the interview based on the environmental aspect, it has to be more specific and detailed with the interview questions to ensure that the candidates are motivated to reduce environmental incidents.

In the environmental criteria on training and development to the employees, all staff should be engaged from top management to frontline employees in addressing environmental issues (Jabbar & Abid, 2015). Providing environmental training to the organizational members (non-managerial employees and managers) to develop required skills and knowledge is an important function of Green Human Resources Management (Arulrajah, 2015). This result means the training and development program should be held for all employees, not only the managers but also all the hotel's staff.

In the environmental criteria on performance assessment to the employees, according to Jabbar & Abid (2015), to keep employees motivated towards managing an organization's environment, it is important that the way employee performance is assessed. Based on Arulrajah (2015), employee green performance evaluation should be conducted separately or at least as part of an organization's performance evaluation system and employee green performance measurement criteria should be carefully aligned with the organization's environmental performance criteria.

In the environmental criteria on reward and compensation to the employees, the availability of financial and non-financial rewards in the organization sends strong signals to employees that pro-environmental behaviors are encouraged, appreciated, and rewarded (Ari et al., 2020). According to Yousaf et al (2014), the financial rewards include pay, bonuses, allowances, insurance, incentives, promotions and job security, whereas the non financial rewards include appreciation, meeting the new challenges, and caring attitude from employer, appreciation and recognition motivates the employee. In fact, Hotel Le Morgane only gave rewards and compensation for the employee's ability and accomplishment in general and not for the employee that do the practice that supports environment. According to (Jabbar & Abid, 2015) organizations can use green reward management practices through linking participation in green initiatives with promotion or career advancement by providing incentives to encourage environmentally friendly practices such as recycling and waste management. Communication of green schemes, performance indicators and standards to all levels of staff through performance evaluation system and establishing firm-wide dialogue on green matters are also needed to materialize targeted environmental performance (Renwick et al., 2013).

The hotel management must pay attention to the environmental performance indicator that the hotel should improve to enhance environmental performance such as:

a. Significant Reduction in Environmental Incidents

Environmental incidents are incidents of the entry of toxic and hazardous substances into the air, water, soil, and other environmental media as a result of pollutant discharge, natural disasters, production safety accidents, and other problems, which cause a sudden decline in environmental quality (Cao et al., 2018). Environmental risk

refers to the possibility of environmental pollution events caused by natural causes or human activities (Du et al., 2020). This result means employees take a vital role in reducing environmental incidents. Once employees become concerned about the environment, they are likely to become environmentally responsible and contribute to the organization's environmental performance (Umrani et al., 2020). There will be less waste of time and effort means that there will be less supervision because a well-trained employee will not cause a serious accident (Abogsesa & Kaushik, 2017).

b. Continuous Improvement

In literature, employees' eco-friendly behavior is considered as the key to achieving environmental performance (Umrani et al., 2020). Based on Okumus et al., 2019 it assumed that employee-related factors toward ecological behavior include three items: environmental knowledge, environmental awareness, and environmental concern. It illustrated the relationship between three items: environmental knowledge, environmental awareness, and environmental concern and employees' intentions to implement green practices in the hotel industry. It can conclude that environmental knowledge, awareness, and concern can influence employees' intentions to implement green practices in the hotel.

c. Recycling Performance

In France, according to the collection system implemented by local authorities (which usually have legal responsibility for the management of household waste collection and treatment services), different packaging waste materials can be collected via three main methods: (1) bi flow (consisting of a glass and multi material), (2) tri flow (represented by glass, multi material packaging, and newspaper/magazine flow), (3) corps creux/corps plat (represented by tri flow which is composed of flowing glass, paper/cardboard, and newspapers/magazines, and a third stream of metal and plastic packaging) (Cabral et al., 2013).

d. Stakeholder Perception

Stakeholders are the main drivers of environmental performance (Mensah, 2014). Community influence has recently become necessary as a source of pressure on companies as people are increasingly informed about the environment. Communities provide social legitimacy by 'moving public sentiment, changing accepted norms and changing people's perceptions' (Kramar, 2014). Another improvement that the hotel should make is that the selection and recruitment process as the starting line to choosing the human resources have to search the applicant that motivated to know the stakeholder roles in enhancing environmental performance in the hotel. Once the applicant is chosen as the employee, they must gain more knowledge about the stakeholder perception.

e. Independent Audit and Report of Environmental Performance

In Hotel Le Morgane, the environmental performance report needs to be optimally implemented. The hotel does not count how much waste affects the environment. Otherwise, to protect the environment and reduce environmental incidents, the hotel should have an environmental performance report to enhance the hotel's environmental performance. According to Jiang et al., (2012), metrics must be defined for environmental performance to evaluate the environmental impact associated with manufacturing processes. Once these metrics are in place and environmental performance has been assessed for all operations in the process plan, the decision maker must then look at the overall environmental performance (for all operations in the process plan and all inter-est environmental measures) and identify what actions to take.

f. Waste Reduction and Resource Consumption

Effective waste reduction management brings direct benefits (e.g. financial gains through waste minimization, cost savings through recycling) and indirect benefits (e.g. improved corporate image, positive eco-conscious customer responses, local government support) to hotels (Singh et al., 2014). Energy efficiency is described as the improvement in practices and products that allow more to be done with less energy. It reduces the energy necessary to provide energy services like lighting, cooling, heating, cooking etc., without compromising the quality of the services, thereby leading to the conservation of available energy resources (Oluseyi et al., 2016).

g. Cost Saving

The cost savings due to environmental projects and activities have an extensive relationship with reducing waste and resource consumption. Energy efficiency measures have the prospect of promoting economic development and saving personal income (Oluseyi et al., 2016). To improve the hotel's environmental performance, Hotel Le Morgane must manage and optimize the reduction of waste and resource consumption. According to Yildiz Çankaya & Sezen (2019), choosing the right supplier significantly affects realizing a company's environmental goals. The other way to save costs is by applying cost management in the hotel. According to Sevima & Korkmazb, (2013), cost management can be listed such as determining the cost of goods as far as possible with cost factors, evaluating the life cycle performance of goods or services, realizing and evaluating processes and activities accurately, determining the efficiency and productivity of activities, controlling and managing costs, facilitating performance evaluation, and supporting strategy implementation organization.

Conclusions

Green Human Resources Management at Hotel Le Morgane has yet to be applied optimally. Green Recruitment and candidates are invited through online media such as email and online application forms. Telephone interviews were conducted to minimize the environmental impact associated with the trip. Interviews discussed how employees are interested and motivated to perform recycling, reduce waste, and reduce resource consumption. Hotel Green Training and Development provides training program managers to develop and gain knowledge about the business and the environment posed by the hotel business. The application of the Green Performance Assessment at Hotel Le Morgane is in the form of directions, suggestions, and feedback from the management to the employees at the hotel. The application of Green Reward and Compensation at Hotel Le Morgane is in the form of non-financial rewards in the form of achievements given to people who carry out green practices.

To improve environmental performance, Hotel Le Morgane has to improve several practices due to environmental performance. Hotel management must pay attention to environmental performance indicators such as recycling, reducing waste, reducing incidents that damage the environment, stakeholder perceptions and cost savings, independent audits, environmental performance reports, and resource consumption through human resource practices.

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