

# The implementations of green employee relations in supporting environmental performance at Hilton Bali Resort

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**Abstract:** Hilton Bali Resort is one of the hotels implementing Green Employee Relations. Hilton Bali Resort is concerned with employee performance by providing various employee activities that impact environmental performance. However, until now, the implementation of green employee relations has yet to be fully implemented at Hilton Bali Resort. This research aims to analyze the implementation of green employee relations and to find out how green employee relations can support environmental performance at Hilton Bali Resort. This research uses a qualitative approach with data analysis techniques, the Miles and Huberman Interactive model, which consists of data reduction, data display, and conclusion drawing/verification. Collecting data is done by interviewing the Human Resources Manager and Learning and Development Manager, doing direct observation, and validating by documentation. There are three green employee relations practices that Hilton Bali Resort has implemented, and three green employee relations practices still need to be executed perfectly. Every function of green employee relations has aided environmental performance. All parts of green employee relations can support the planet indicator: involving green practices, introducing green whistleblowing and helplines, training union representatives, joint consultations in resolving environmental issues, providing sharing programs, and recognizing unions. The profit indicator also has yet to be assisted by all functions of green employee relations. The 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 Resort, namely introducing green whistleblowing and helplines, joint consultations in resolving environmental issues, and recognizing the union as a key stakeholder.

**Keywords:** environmental performance, green employee relations, green human resources management, sustainability

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## Introduction

Indonesia is one of the countries that relies on income from the tourism sector; the development of tourism in Indonesia has positively contributed to economic growth. In 2020, the COVID-19 pandemic hit the world, which led to restrictions on large-scale social activities, which had an impact on stopping all activities and 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. The revival of the tourism sector has caused increasingly competitive competition between companies in maintaining and developing their business segmentation (Risteskia et al., 2012). 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 tourists require during their trip. Related parties are required to be capable of developing their accommodation business by concerning environmental issues and implementing a sustainable environment, more commonly known as a green business, after seeing the number of existing accommodation businesses and the high demand for accommodation.

The Human Resources Department is a division in the company tasked with developing and managing human resources or company employees. It has four main tasks: attracting employees, developing employees, motivating and retaining employees (Rafiei & Davari, 2015). Human resources are the individuals inside an organization who are professional, personal, and responsible for covering a range of activities such as recruitment, training, remuneration and compensation, and legal issues to achieve its strategic objectives (Aprianto & Jacob, 2013). Human resources are essential in regulating

the relationship and role of the workforce to be effective and efficient in assisting the realization of the company's, employees, and society's goals (Hasibuan, 2016).

GRHM is a part of the Human Resources department; GRHM is all the activities of developing, implementing, and maintaining a sustainable system to make employees in an organization or company become environmentally friendly (Owino & Kwasira, 2016). Management can promote the utilization of sustainable resources by prioritizing environmental preservation, which will indirectly help to increase employee awareness of environmental management issues through GRHM (Sharma & Gupta, 2015). In the accommodation business, one of the practices of Green Human Resources Management (GHRM). GHRM aims to create the utilization, development, and research of resources and natural resources to be managed effectively and efficiently by the company (Purnama & Nawangsari, 2019). The practice of GHRM includes Green Job Design and Analysis, Green Human Resources Planning, Green Recruitment and selection, Green Induction, Green Training and 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 is one function that is most closely related to the environment and employees, namely Green Employee Relations. Through Green Employee Relations, employees can contribute directly to 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., 2020). A sustainable environment is a state of balance, resilience, and interconnectedness that allows humans to meet their needs without exceeding the supporting ecosystem's capacity and continuously regenerate and fulfill their needs well into the future (Cahyani, 2020). Positive employee relations supported the long-term trust between management and employees. They provided opportunities for employees to express their ideas at the workplace and helped create an environmentally friendly work climate to support green management practices and systems (Ahmad, 2015). The implementation of environmental performance can run in a company if there is willingness and initiative from each individual in a formal management structure (Paillé et al., 2013).

Hilton Bali Resort is one of the hotels implementing Green Employee Relations. Hilton Bali Resort is concerned with employee performance by providing various employee activities that impact environmental performance. Employee relations activities such as The management routinely carry out Thrive Cleaning Blitz and Travel with Purpose every two weeks. All the employee activities at Hilton Bali Resort have practiced the GHRM concept, Green Employee Relations. However, until now, the implementation of green employee relations has yet to be fully implemented at Hilton Bali Resort. There are still several things that hinder it, for example, during cleaning blitz and pledging activities, using plastic bags as garbage collection, using plastic hand gloves, which is a material whose use must be minimized so that these green employee activities can apply the green concept, namely by implementing zero plastic and need more employee awareness to participate in such green employee relations activities.

## Research Method

The researcher conducted this research at Hilton Bali Resort. Hilton Bali Resort is located in Sawangan, Nusa Dua, Badung, Bali. The object of this research is the implementation of Green Employee Relations in supporting Environmental Performance at Hilton Bali Resort. The type of data used in this research is qualitative data. Qualitative data include letters, words, facial expressions, gestures, pictures, photographs, and charts (Sugiyono, 2015). Qualitative research has characteristics such as forming a story; there are few numbers, written and unwritten documents, and a dominant narrative (Gumilang, 2016). The qualitative data used in this research are interview results with several parties regarding implementing green employee relations in supporting environmental performance at Hilton Bali Resort.

Based on this research, several stages of data collection methods were interviews, observations, and documentation. The interview was done directly with the Human Resources Manager, Learning and Development Manager at Hilton Bali Resort. They are selected because they are responsible for managing green employee activities related to human resource management and the employees. The observations observed employees' internal activity that is ongoing or has been going on related to green employee activity by paying attention to the type, purpose, and benefits participants of the activity and how the effect of green employee relations in support environmental performance at Hilton Bali Resort. Documentation is used to collect and analyze data; the documentation includes recordings

and photographs during interviews, observations, and some photos of internal activities related to green employee activities.

Data analysis is a qualitative technique carried out interactively and occurs continuously until completion. Data analysis consists of reduction, display, and conclusion drawing/ verification (Miles & Huberman, 1994). This research has two variables: green employee relations and environmental performance. Green employee relations consist of six indicators: involving green practices, introducing green whistleblowing and helplines, providing training, joint consultation in resolving environmental issues, sharing programs, and recognizing unions (Deepika & Karpagam, 2016). Environmental performance has three indicators: planet, people, and profit (Elkington, 1998). The indicators are shown in Table 1.

**Table 1.** Variable of Green Employee Relation and Environmental Performance

No	Variable	Indicators	Question
1	Green Employee Relation	<ol style="list-style-type: none"> <li>1. Involving green practices</li> <li>2. Introducing green whistleblowing and helplines</li> <li>3. Providing training to the union representatives</li> <li>4. Joint consultations in resolving environmental issues</li> <li>5. Sharing program</li> <li>6. As a key stakeholder negotiating on environmental issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Did Hilton Bali Resort provide employees opportunities to get involved and participate in green suggestion schemes?</li> <li>2. Did Hilton Bali Resort introduce green whistleblowing and helplines to employees?</li> <li>3. Did Hilton Bali Resort train the union representatives in environmental management?</li> <li>4. Did Hilton Bali Resort provide consultations in solving environmental issues of the organization?</li> <li>5. Did Hilton Bali Resort conduct a share session about environmental initiatives or programs?</li> <li>6. Did Hilton Bali Resort recognize the union as a key stakeholder in environmental management?</li> </ol>
2	Environmental Performance	<ol style="list-style-type: none"> <li>1. Planet</li> <li>2. People</li> <li>3. Profit</li> </ol>	<ol style="list-style-type: none"> <li>1. What are the rules that Hilton Bali Resort already has as a hotel that implements the concept of sustainability?</li> <li>2. As a hotel that implements the concept of sustainability, has Hilton Bali Resort implemented Green Employee Relations?</li> <li>3. Does the Human Resources Department apply Green Employee Relations practices to all employees to support environmental performance at Hilton Bali Resort?</li> <li>4. What Green Employee Relations practices are commonly implemented at Hilton Bali Resort?</li> <li>5. What obstacles are often faced when implementing Green Employee Relations practices at Hilton Bali Resort?</li> <li>6. Was the practice of Green Employee Relations one of the strategies to support environmental performance at Hilton Bali Resort?</li> </ol>

No	Variable	Indicators	Question
			7. Was implementing Green Employee Relations practices effective and efficient in supporting environmental performance at Hilton Bali Resort?

## Results and Discussions

Hilton Bali Resort is one of the hotels in Bali that prioritizes environmental care. This effort can be seen from the Hilton brand mission, which is to "create heartfelt experiences for guests, meaningful opportunities for team members, high value for owners, and positive impact in our communities." Hilton's mission is intertwined because it aims to provide satisfying experiences to guests and provide value and positive impact for employees and surrounding communities.

### Green Employee Relations Support the Environmental Performance at Hilton Bali Resort

The results of this research were analyzed using the method from Miles & Huberman (1994), consist of data reduction, data display and conclusion drawing/ verification.

#### a. Data Reduction

Data reduction is a step in summarizing, choosing, focusing on the important things, and then looking for themes and patterns. In this research, the author collects data from interviews with the Human Resources Manager and Learning and Development Manager at Hilton Bali Resort. The questions given to the two resource persons were seven general questions and six specific questions. This question is guided by the (Deepika & Karpagam, 2016) theory regarding green human resource management and the theory of Elkington (1998) regarding environmental performance. The questions can be seen in Table 1. After interviewing the two people, the writer validated it through direct observation at Hilton. Moreover, take some photos as evidence. After that, the writer started to analyze the implementation of green employee relations at Hilton Bali Resort and connected with environmental performance.

#### 1. Green Employee Relations at Hilton Bali Resort

There are six indicators of green employee relations at Hilton Bali Resort. These involve green practices, introducing green whistleblowing and helplines, providing training to the union representatives, joint consultations in resolving environmental issues, sharing programs, and as a key stakeholder negotiating on environmental issues.

##### a) Involving green practices

Environmental problems are increasingly emerging, requiring companies to look for ways to improve and preserve the environment. One of the first steps that can be taken is to apply and maintain employee green activities. Hilton Bali Resort has long implemented various green activities involving all employees, including managers and interns. These green activities are usually carried out in internal and external areas of the company and are routinely held every month. As for the green practices implemented at Hilton Bali Resort: Travel With Purpose and THRIVE. These activities can be seen in Figure 1.



**Figure 1.** Soap for hope program and coffee briquette program

Hilton Bali Resort is part of Hilton Worldwide. The Travel with Purpose program was launched in 2018, aiming to create positive environmental and social impacts across Hilton's operations,

supply chain, and communities. Figure 1 shows that the program to recycle bar soap and make coffee Briquettes is beneficial for minimizing the cost of using charcoal in food and beverage operations. Besides that, student research from the University of Jember proves that coffee grounds can reduce Cadmium (Cd) pollution levels by 50%, which can be used to absorb heavy metals in polluted water. This program is related to saving the planet, giving more profit, and helping others. Thrive is a Hilton-owned program that has inspiring benefits that allow Team Members to shape their workplace experience through new initiatives such as building in recharge time during the workday, sabbaticals, and modern tools to increase recognition and allow our Team Members to grow and develop in body, mind, and spirit. The THRIVE activities can be seen in Figure 2.



**Figure 2.** THRIVE program by cleaning the beach and planting the mangrove

THRIVE for spirit is also in social activities towards others or CSR (Corporate Social Responsibility Program). CSR is a corporate activity in managing business processes to positively impact society, the economy, and the environment. CSR program at Hilton Bali Resort is also implemented as "Cleaning Blitz" or general cleaning activities held twice a month. This cleaning blitz can be in the form of cleaning activities on the beach area in front of the hotel, planting trees in the hotel area, or planting mangrove trees. This cleaning blitz is usually in collaboration with the "Trash Hero" Social Community, local fishermen, and residents from Sawangan village. In addition to general cleaning activities in the hotel environment, cleaning blitzes are also carried out by planting trees together either in the hotel environment area or planting mangrove trees in the area outside the hotel. This tree-planting event is usually held to coincide with the commemoration of Earth Week. Each department representative follows tree planting in the hotel environment. The trees planted are traditional herbs, which can later be harvested and used as ingredients in the restaurant outlets at Hilton Bali Resort.

b) Introducing green whistleblowing and helplines

Green Whistle-blowing is a preventive measure to reduce the risk of malpractices and irregularities in the corporate environment. At Hilton Bali Resort, green whistle-blowing has been implemented through efforts to provide training or material on preventing irregularities related to the hotel environment. The implementation of the introduced green whistleblowing and help-lines at Hilton Bali Resort has not been implemented perfectly because it has only introduced green whistleblowing and helplines for aspects of data security and company conditions, such as cyber, anti-corruption and has not provided and introduced green whistleblowing related to environmental issues surrounding natural funds.

c) Providing training to the union representatives

Based on the interview with the Learning & Development Manager, "Training program they held routinely every month" at Hilton Bali Resort. There are some implementations of providing training following environmental management at Hilton Bali Resort, such as environment management to increase awareness, skill, and expertise; Training About Green Knowledge; and Green jobs training to create emotional involvement in environment management. Hilton Bali Resort provides environmental management training through training on managing waste or garbage. An example of waste management training is training on making eco enzymes. It can be seen in Figure 3. Hilton Bali Resort also provides firefighting training. The training material describes the rules and procedures and how to handle if some guests or items are suspicious and potentially dangerous in the hotel area. Hilton Bali Resort provides green jobs



training to employees to create involvement in environmental management through environmental training, such as waste management in the workplace, energy-saving behavior, and using recycled paper.



**Figure 3.** Training about ecoenzyme and firefighting training

Figure 3 shows training about waste management training is training on making eco enzymes and the training to show how to extinguish a fire. The Hilton Hotel area has lots of trees and flowers. The hotel area is also often used for pre-wedding events or weddings. Couples who do pre-wedding usually want smoke from taking photos. When using this tool, hotel employees must be alert to see if there are sparks and immediately extinguish the fire using fire extinguishing equipment provided in the hotel area. This training and education can increase awareness of environmental issues.

- d) Joint consultations in resolving environmental issues  
Consultations involve exchanging ideas between two or more people and discussing a problem to find the right solution. Hilton Bali Resort has a consultation program, especially for resolving environmental issues. An example of consultation on environmental issues is the garbage issue at the beach area in front of the hotel, which made the environment look dirty and seem bad to guests. In the consultation, a solution was obtained by adding the number of Beach Cleaner workers working with local fishermen to maintain the beach area cleaners.
- e) Sharing program  
Hilton Bali Resort also provides a sharing program, "Lunch With Local", which is a sharing program and lunch together by inviting representatives of the Sawangan village to share and discuss related environmental issues, especially environmental problems due to hotel operational activities.
- f) Recognize the union as a key stakeholder negotiating environmental issues  
Hilton Bali Resort recognizes employees as key stakeholders in environmental management. A form of recognizing the union as a key stakeholder in environmental management is through green awards and compensation activities toward employees, such as a competition to create or make sustainable recycled products from organic and non-organic waste modified into new products. One of the waste products can be seen in Figure 4.



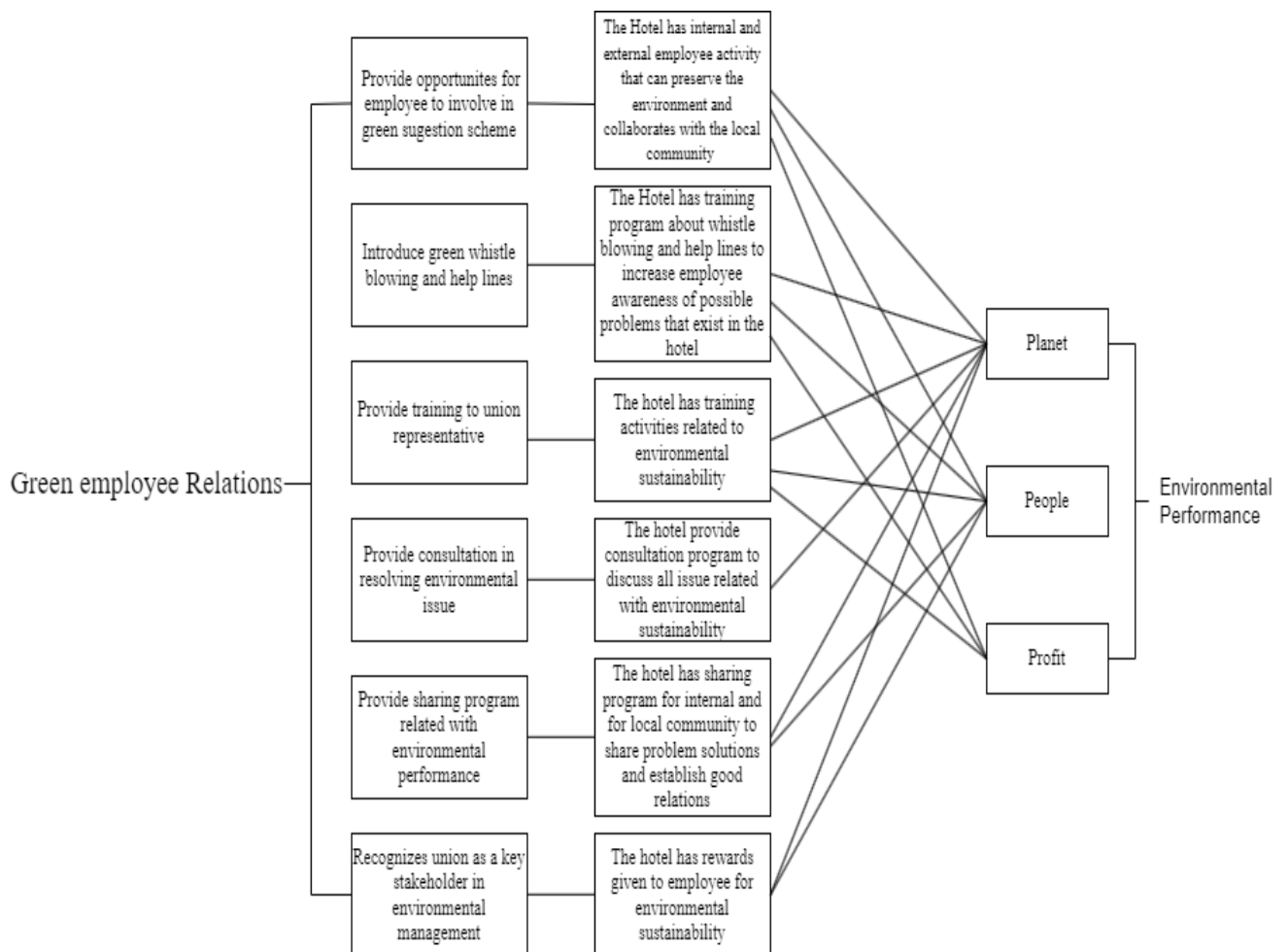
**Figure 4.** Waste product

2. Environmental performance

Environmental Performance is a performance carried out by a company aiming to minimize the impact of environmental damage caused by the company. The company's environmental Performance is directly proportional to its ability to create a good environment. Good environmental management can help avoid community and government claims while improving product quality and increasing the company's financial benefits. The more a company contributes to the environment, the better its reputation in the community (Rahmawati et al., 2020). According to Elkington (2001), three indicators are planet, people, and profit. Planet to measure how Hilton Bali Resort is responsible for the environment. People to measure in some form or form how Hilton Bali Resort is a socially responsible company is throughout operations profit to measure company's profit and loss.

**b. Data Display**

Data display is an organized, compressed assembly of information that permits conclusion drawing. The summerising results are then displayed in chart form. The data display is shown in Figure 5 below.



**Figure 5.** Model how green employee relations support environmental performance at Hilton Bali Resort  
 Source: Hilton Bali Resort, 2023

This research shows that Every function of Green Employee Relations has aided environmental performance, measured by three indicators: planet, people, and profit. The Planet Indicator can be supported by all functions of Green Employee Relations: Involving Green Practices, Introducing Green Whistleblowing and Helplines, Providing Training to Union Representatives, Joint Consultations in Resolving Environmental Issues, Providing Sharing Programs, and Recognizing Unions. Then, the

People indicator was only assisted by five functions of Green Employee Relations: Involving Green Practices, Introducing Green Whistle Blowing and Helplines, Providing training to the Union Representatives, Providing Sharing Program, and Recognizing the Union. The profit indicator also has yet to be assisted by all functions of Green Employee Relations. Until now, the profit indicator was only assisted by three functions of Green Employee Relations: Involving Green Practices, Introducing. Although it could be better, there is already a process for implementing green employee relations, which is constantly reviewed and improved.

### **c. Conclusion drawing/ verification**

Miles & Huberman (1994) state that conclusions are validated as analysts proceed. The conclusion of qualitative research is new findings that have never existed before. Findings can be in the form of a description of an object that was previously dim or dark, so after research is conducted, it becomes clear. According to Yusliza et al. (2015), green HR policies and practices involve environmental, social, and economic balance. Triple Bottom Line Theory (TBL or 3BL) comprises the planet, people, and profit. Elkington (1998) pointed out that it can be understood as an extension of the sustainable development concept since it incorporates social equity, economic fundamentals, and environmental responsibility. This shows that green employee relations can support environmental performance. The following is an explanation of the three environmental performance approaches applied by Hilton Bali Resort:

#### **1. People**

The following is an explanation of the green employee relations indicators that support people indicators on environmental performance at Hilton Bali Resort:

##### **a. Involving Green Practices**

Some internal employee activities are collaborations between the resort and the local community to help provide employment opportunities to the local community. Hilton Bali Resort has a Cleaning Blitz program, which is a cleaning activity, especially cleaning the area around the beach. In this case, the resort collaborates with the local village by employing several local fishermen to keep the clean beach area in front of the resort. This program will provide benefits for both the hotel and the surrounding environment. With this cooperation program, the hotel can achieve its goal of reducing waste in the hotel and for the local community; through this cooperation, the program will create jobs and help the economy of residents.

##### **b. Introducing Green Whistleblowing and Helpline**

Green whistleblowing is a preventive effort to reduce the risk of malpractice and irregularities in the corporate environment. This green whistleblowing helpline has yet to be implemented perfectly at Hilton Bali Resort because there is still a limited introduction of whistle-blowing related to environmental issues. However, introducing whistleblowing related to data security issues and anti-corruption is also very useful and must be conveyed to employees. In addition to adding insight and general knowledge of whistleblowing, this is expected to familiarize and encourage employees to be more aware of environmental issues. The existence of a green whistleblowing helpline will produce employees who care about the safety of the surrounding environment. In addition to adding insight and general knowledge of whistleblowing, this is expected to familiarize and encourage employees to be more aware of environmental issues. The existence of a green whistleblowing helpline will produce employees who care about the safety of the surrounding environment.

##### **c. Provide Training For Union Representative**

Green training practices can support environmental performance by fostering employee awareness of the environment. At Hilton Bali Resort, this green training includes how to process compost. This green training will positively impact employees because it will create employees who know the importance of preserving the environment to make it clean and well-maintained. The function of green employee relations will help all employees raise awareness of environmental sustainability after attending training related to the environment. Green Training will positively impact employees because it will create employees who know the importance of preserving the environment to make it clean and well-maintained. The function of green employee relations will help all employees raise awareness of environmental sustainability after attending training related to the environment.

##### **d. Provide Sharing Program**

Sharing programs can support environmental performance through sharing discussions related to various environmental issues that arise. At Hilton Bali Resort, the method of sharing programs is carried out with internal company employees and the local community. The problem solutions will



emerge through this sharing program practice. In addition, this practice will positively impact employees and the local community because it will create open-minded employees and, at the same time, enable them to hone their public speaking skills in discussing and finding solutions to problems.

e. Recognize Union

The practice of recognizing unions or rewarding employees can help environmental performance. Not only will this practice make the planet healthier by reducing the use of plastic and starting to reuse items that are still suitable for use, but it will also make people more aware of the dangers of plastic. Awareness is the main thing that can start a new movement. From the awareness of the Hilton Bali Resort staff, new ideas will surely emerge to reduce the use of plastic and recycle unused items.

**2. Profit**

The following is an explanation of the green employee relations indicators that support profit indicators on environmental performance at Hilton Bali Resort:

a. Involving Green Practices

The human resources department always develops varied green practices at Hilton Bali Resort, which can still provide positive benefits for environmental performance. Green practices at Hilton Bali Resort can help generate profits by creating a briquette program and planting herbs and vegetables in the resort area. The result of the program is that coffee briquette can be charcoal and used to produce a barbeque menu at restaurant outlets. The harvest from these herbs and vegetables will be brought to the restaurant kitchen as a food ingredient and processed as a food menu for guests. This practice can save kitchen raw material costs and generate profits for the resort. This practice makes green practices able to support profit indicators in environmental performance.

b. Introducing Green Whistle Blowing and Help Line

Green whistleblowing and helpline practices at Hilton Bali Resort can support profit indicators on environmental performance. This green whistleblowing practice provides training in delivering material about threats that may occur in the company area, including causes, prevention efforts, and solutions. Through this practice, employees will know how to prevent or anticipate threats that can cause company losses.

c. Provide Training For Union Representative

Hilton Bali Resort has a mandatory sustainability training program. This training is conducted to invite and train employees to be more aware of the importance of the environment. Materials provided during the Training include training on manufacturing and utilizing eco enzymes, no food waste, and energy-saving training. The movement has many positive impacts, such as reducing food waste and saving energy. This material makes the training practice support the profit indicator on environmental performance.

**3. Planet**

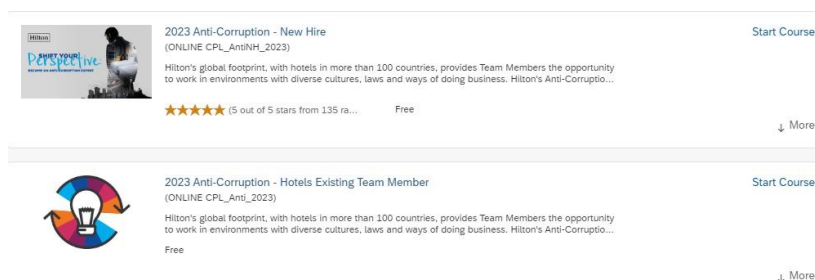
The following is an explanation of the green employee relations indicators that support planet indicators on environmental performance at Hilton Bali Resort:

a. Involving Green Practices

These green practices can support environmental performance at Hilton Bali Resort through internal activities of hotel employees related to activities to protect the environment. Internal activities of hotel employees include cleaning blitz programs, blogging, planting mangrove trees, and planting trees. Cleaning Blitz or general cleaning activities are held twice a month. This cleaning blitz can be in the form of cleaning activities on the beach area in front of the hotel, planting trees in the hotel area, or planting mangrove trees. This cleaning blitz is usually in collaboration with the "Trash Hero" Social Community, local fishermen, and residents from Sawangan village. These green practices can support environmental performance at Hilton Bali Resort through internal activities of hotel employees related to activities to protect the environment. Internal activities of hotel employees, such as cleaning blitz programs, planting mangrove trees and planting trees in the hotel area, and strengthening harmonious relationships between employees, internal activities can support environmental performance. They will significantly impact nature and the surrounding environment or planet. Internal activities can help keep nature clean from plastic waste and preserve mangrove forests by planting, affecting air cleanliness and reducing the harmful effects of coastal abrasion.

b. Introducing Green Whistle Blowing and Help Line

Introducing green whistleblowing and a helpline will help environmental performance by providing training related to efforts to prevent the risk of problems or threats that can arise in the company. The implementation of green whistleblowing at Hilton Bali Resort is not perfect because it has only introduced green whistleblowing and helplines for data security and company conditions, such as cyber anti-corruption. However, the procurement has been 100% done online through the "Hilton University" website, so it also has a positive impact on the environment because the introduction is done online so that it cannot cause plastic waste or air pollution and can reduce the use of energy and paper. The provision of this material is delivered in a Green manner with due regard to its impact on the environment, where the provision of material is carried out online through the "Hilton University" website, which is a unique website that can only be accessed by Hilton team members, in this Hilton University there are various materials related to whistleblowing, which are presented in the form of videos with a duration of 10-15 minutes per video, which then at the end of the video will be completed with a quiz that team members must answer as a sign of understanding the material that has been delivered. Green whistleblowing can be seen in Figure 6.



**Figure 6.** Green whistle blowing  
Source: Hilton Bali Resort, 2023

c. Provide Training For Union Representative

Providing training can support environmental performance at Hilton Bali Resort because the material of the training given to employees is related to environmental management, such as Training on Eco Enzyme training. Eco enzyme results from the fermentation of organic kitchen waste such as fruit peels, vegetable scraps, pulp, and sugar, which can be used for various things. It can be used as a multipurpose liquid such as an anti-bacterial floor cleaner, cleaner as a natural fertilizer, and pesticide. This training positively impacts the environment, especially in reducing kitchen waste, which will affect the cleanliness of the surrounding environment. This eco enzyme training is helpful for the environment because it can reduce organic waste, especially waste in the kitchen area, and the utilization of eco enzyme is also environmentally friendly so as not to cause environmental pollution.

d. Joint consultations in resolving environmental issues

The Director of Human Resources of Hilton Bali Resort conducts this consultation. Usually, this consultation program is held at the Town Hall event. All employees have the same opportunity to ask questions or discuss solutions related to an issue. There will be a sharing session or consultation during the Town Hall event. The Consultation Program usually discusses environmental issues around the hotel, such as garbage along the beachfront in front of the hotel and temporary landfills that are full and disturbed by monkeys. This consultation is beneficial to support environmental performance through solutions generated from the discussions.

e. Provide Sharing Program

Hilton Bali Resort provides a sharing program for the internal team related to environmental performance. The name of this program is "Lunch with GM." This sharing program is carried out regularly once a month. As the name implies, this sharing program is a lunch between the Hilton Bali Resort team and the general manager of Hilton Bali Resort. This sharing program, in addition to discussing social issues and issue cooperation with residents, also discusses environmental problems that exist both in the hotel environment and the Sawangan Village environment. This sharing program aims to reach solutions and determine what efforts can be made to deal with and maintain the environment.

#### f. Recognize Union

The Recognize Union can help environmental performance. Because sharing awards related to the environment, such as warmth and light rewards, competitions to recycle waste into usable items can motivate employees to compete to win competitions and get prizes. In addition, these various awards indirectly make employees continue to innovate and be aware of the environment.

The research finds that Hilton Bali Resort management holds several employee activities based on one of the missions of this hotel, namely, having a positive impact on our communities. These employee activities are also expected to help improve the environmental performance at Hilton Bali Resort. It is also supported by research conducted by Deepika & Karpagam (2016), that human resource management has the right to play a significant role within the company. Green employee relations such as providing environmental training can improve environmental performance. It is supported by Abuelhassan & Elsayed's (2020) research that highlighted the positive impact of both perceived access to green training and perceived support for green training on environmental hotel performance. Ahmad et al., (2023), indicate that to improve environmental performance and reach environmental sustainability goals, it is essential to foster green knowledge sharing among employees and increase employee environmental commitment through green HRM practices.

## Conclusions

Although the implementation of Green Employee Relations is not perfect, it has been able to help environmental performance at Hilton Bali Resort. Every function of Green Employee Relations has aided environmental performance, measured by three indicators: planet, people, and profit. All functions of Green Employee Relations can support the Planet Indicator, which involves green Practices, Introducing Green Whistleblowing and Helplines, Providing Training to Union Representatives, Joint Consultations in Resolving Environmental Issues, Providing Sharing Programs, and Recognizing Unions. Then, the People indicator was only assisted by five functions of Green Employee Relations: Involving Green Practices, Introducing Green whistleblowing and helplines, Providing training to the Union Representatives, providing a Sharing Program, and Recognizing the Union. 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: Involving Green Practices, Introducing Green Whistle Blowing and Helplines, 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. Hilton Bali Resort needs to understand 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 Helplines, Joint Consultations in Resolving Environmental Issues, and Recognizing Union as a Key Stakeholder. By implementing these three green employee relations practices perfectly, the expectation is greater for employees with green behavior to protect the environment.

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