Implementation of Green Performance Management to Support Environmental Performance at Mercure Bali Legian

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Abstract: This research aims to determine the application of one dimension of Green Human Resources Management, namely Green Performance Management, and to analyze the influence of Green Performance Management to support environmental performance at Mercure Bali Legian. The population in this study was 60 Mercure Bali Legian employees using the Saturated Sampling Technique, so all population members became respondents. The data collection method used in this study was observation, interviews, questionnaires, and literature study. To analyze the research data using descriptive quantitative and qualitative methods with analysis techniques using simple linear regression and processed through the SPSS version 26 application. The results of this study indicate that the implementation of Green Performance Management has been carried out properly so that it has a positive impact on supporting environmental performance. The simple linear regression analysis used in the coefficient of determination shows a value of 0.404, meaning that Green Performance Management contributes to influencing Environmental Performance by 40.45 percent. The remaining 59.55 percent is influenced by other factors or variables not examined. This research can explain that implementing effective and efficient Green Performance Management will positively support environmental performance.

Keywords: environmental performance, green performance management, human resources management, implementation

Introduction

Global warming is one of the current environmental problems. The increase in the earth's surface temperature is caused by various human activities, which can increase greenhouse gas emissions and impact the environment (Ramli Utina, 2012). Each country develops and implements different policies to support a sustainable environment.

Sustainable environmental relations can be interpreted as a state of balance, continuity, and relationships that enable humans to meet their needs without exceeding the capacity to support ecosystems and self-renew to meet future needs (Cahyani, 2020). Its implementation is closely related to human efforts for environmental sustainability actions that minimize environmental damage (Isrososiawan et al., 2020).

Tourism is an industry where business activities are closely related to the environment (Sari, 2015). Hotel accommodation is a factor that needs attention in the tourism industry because it is increasing. However, it needs to pay more attention to environmental aspects that will affectthe sustainability of the surrounding social environment.

Green Performance Management is one aspect of Green Human Resources Management closely related to the environment. By referring to a systematic process, companies set environmentally friendly goals for employees and teams to achieve, evaluate goal achievement regularly, and use various management strategies to help employees and teams achieve goals effectively and efficiently (R. et al., 2016).

Environmental activities carried out by hotels to reduce negative impacts on the environment result in environmental performance, which can only be implemented effectively by an organization with the right people with the right skills and abilities (Isrososiawan et al., 2020). GHRM practices are the best way to help organizations implement environmental performance programs and develop green employees who can understand and identify environmental issues in business activities focused on recruiting and selecting green employees, green training and development, environmental performance management and

evaluation, and green payments and reward systems and improve human capital (Dutta, 2012).

The Mercure Bali Legian Hotel, which is strategically located in the Legian area, precisely at the intersection of the main Legian road, implements Green Performance Management practices by carrying out various initiatives to protect the environment.

The main problem in this research is how to implement Green Performance Management to support environmental performance at Mercure Bali Legian? and how the implementation of Green Performance Management affects environmental performance at Mercure Bali Legian.

This study aimed to determine the application of Green Performance Management to support environmental performance at Mercure Bali Legian and to analyze the effect of implementing Green Performance Management to support ecological performance at Mercure Bali Legian.

Methodology

This research was conducted at the Human Resources Department and employees at Mercure Bali Legian, a four-star hotel strategically located in the Legian area, Jl Legian No 328, Legian Kelod, to be precise, at the crossroads of the main Legian road. Meanwhile, the researchwas carried out for 5 (five) months from March 2023 to July 2023.

This research describes how to implement green performance management to support environmental performance at Mercure Bali Legian using indicators for each variable as follows.

Table 1. Identification of Variables and Indicators.

No.	Variable	Indicator
1.	*Green Performance Management*(X).	1. Establish an environmental management information system and environmental audit 2. Integrate environmental management goals and targets into the company's performance evaluationsystem 3. Mastering overall environmental performancestandards 4. Integrating environmental performance elements in employee performance appraisal. 5. Setting goals, marks, and environmental responsibility 6. Provide feedback to employees about environmental performance to improveemployee performance. 7. Conduct evaluation/measurement of environmental performance for each employee
2.	Environmental Performance (Y).	1. Adopt company-wide metrics to measure resource usage, acquisition, and waste. 2. Perform information systems to track the movement of resources. 3. Conduct field audits as a mechanism for employees to identify problems and obtain information and feedback on the organization's environmental performance.

Source: Irmawati & Trihardjanti (2020), Milliman & Clair (2017)

The type of data used in this research is qualitative and quantitative. Qualitative data is information about the general description, history, facilities, and organizational structure of Mercure Bali Legian. Meanwhile, quantitative data comes from respondents' answers to the written question system from the questionnaire.

Data sources using primary and secondary data. According to Sugiyono (2017). Preliminary data is a source of research data or information that is processed and collected by organizations or individuals obtained directly from research objects through direct

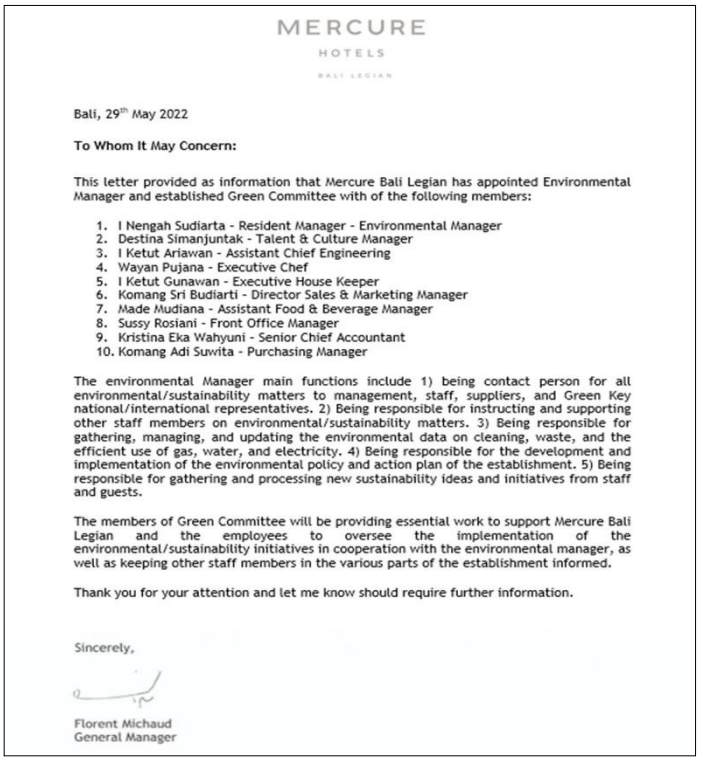
observation, questionnaires, and interviews. Secondary data is a source obtained indirectly from respondents or data obtained after being processed by another party. According to Sugiyono (2015), The population is a general area consisting of objects or subjects with specific qualities and characteristics determined by the researcher to be studied and conclusions drawn. In this study, the population was 60 Mercure Bali Legian hotel employees.

The sampling technique in this study will use the Saturated Sampling Technique. Saturated Sampling is a sample selection technique when all population members are sampled (Sugiyono, 2019). Data collection methods using observation, questionnaires, interviews, and literature study. In this study, the data analysis techniques used included descriptive analysis (qualitative and quantitative), instrument testing techniques (validity test and reliability test), correlation test, classical assumption test (normality test, linearity test, and heteroscedasticity test), simple linear regression test, analysis of the coefficient of determination and t-test using the help of the SPSS version 26 application.

Results and Discussions

Results

Based on the results of observations and interviews, Mercure Bali Legian already has a green committee. He has an information system standard for managing the environment called Planet 21 in Action, a sustainable development roadmap.



MERCURE
HOTELS
BALI LEGIAN

Bali, 29th May 2022

To Whom It May Concern:

This letter provided as information that Mercure Bali Legian has appointed Environmental Manager and established Green Committee with of the following members:

1. I Nengah Sudiarta - Resident Manager - Environmental Manager
2. Destina Simanjuntak - Talent & Culture Manager
3. I Ketut Ariawan - Assistant Chief Engineering
4. Wayan Pujana - Executive Chef
5. I Ketut Gunawan - Executive House Keeper
6. Komang Sri Budiarti - Director Sales & Marketing Manager
7. Made Mudiana - Assistant Food & Beverage Manager
8. Sussy Rosiani - Front Office Manager
9. Kristina Eka Wahyuni - Senior Chief Accountant
10. Komang Adi Suwita - Purchasing Manager

The environmental Manager main functions include 1) being contact person for all environmental/sustainability matters to management, staff, suppliers, and Green Key national/international representatives. 2) Being responsible for instructing and supporting other staff members on environmental/sustainability matters. 3) Being responsible for gathering, managing, and updating the environmental data on cleaning, waste, and the efficient use of gas, water, and electricity. 4) Being responsible for the development and implementation of the environmental policy and action plan of the establishment. 5) Being responsible for gathering and processing new sustainability ideas and initiatives from staff and guests.

The members of Green Committee will be providing essential work to support Mercure Bali Legian and the employees to oversee the implementation of the environmental/sustainability initiatives in cooperation with the environmental manager, as well as keeping other staff members in the various parts of the establishment informed.

Thank you for your attention and let me know should require further information.

Sincerely,

Florent Michaud
General Manager

Figure 1. Mercure Bali Legian Green Committee
Source: Human Resources Department, 2023

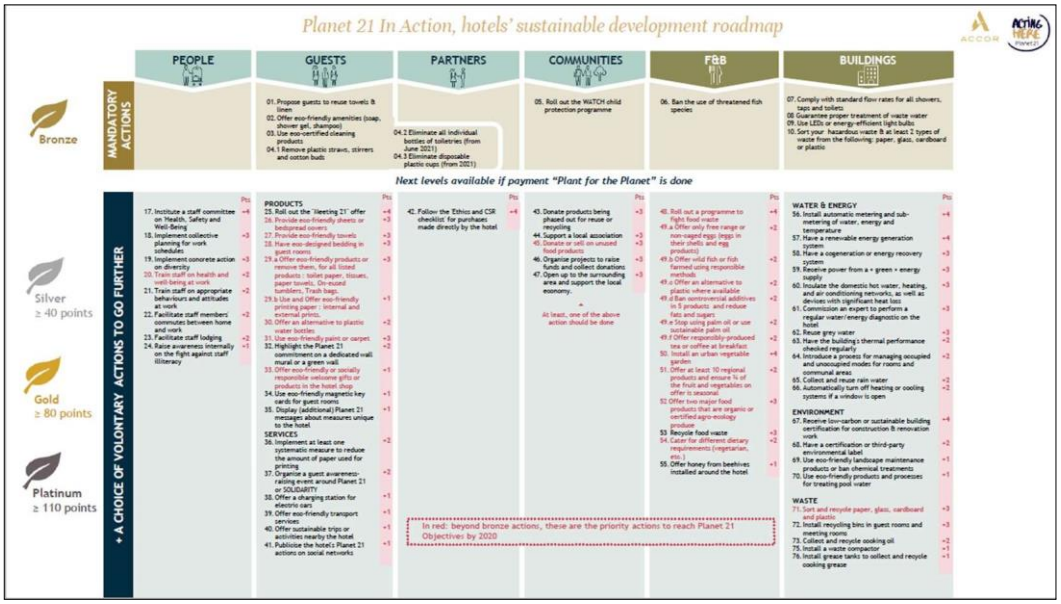


Figure 2. Hotel's Sustainable Development Roadmap
Source: Department of Human Resources, 2023

The result of achieving Gold level status on the GAIA platform, Planet 21, is in action.

Figure 3. The GAIA Planet 21 platform in action
Source: Human Resources Department, 2023

Has environmental performance goals and targets, namely Acting for Positive Hospitalityon Planet 21 in Action.

Figure 4. Sustainability Goals Source: Human Resources Department, 2023

Conduct socialization, training on the environment, and evaluation of employee performance regularly.

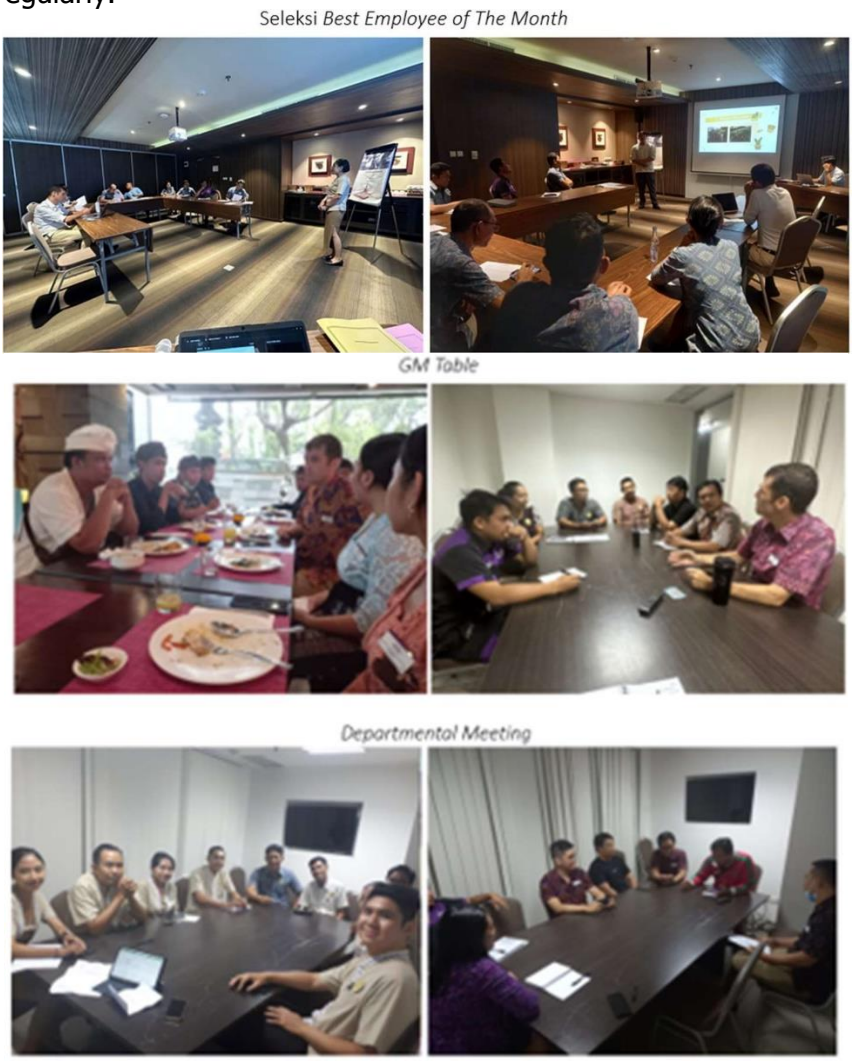


Figure 5. Photo of employee socialization activities Source: Human Resources Department, 2023

Characteristics of Respondents

Table 1. Respondent Department

Department	Amount	Percentage (%)
Finance	6	10.0
Human Resources	2	3.3
Front Office	14	23.3
F&B Service	9	15.0
Sales Marketing	5	8.3
Culinary	9	15.0
Housekeeping	8	13.3
Engineering	6	10.0
Spas & Recreation	1	1.7
Total	60	100

Source: Primary data processed, 2023

Based on Table 1, with a total of 60 respondents, it can be seen that the sampling technique in this study used the Saturated Sampling Technique.

Table 2. Respondents' length of work

Length of work	Number of people	Percentage (%)
< 2 years	11	18.3
2–5 years	14	23.3
6–7 years	7	11.7
> 8 years	28	46.7
Total	60	100

Source: Primary data processed, 2023

Table 2 shows the respondents based on length of work. Most respondents worked for over 8 years, as many as 28 people (46.7 percent).

Table 3. Respondents' educational level

Type of Education	Number of people)	Percentage (%)
SMA/SMK	12	20.0
D1-D3	34	56.7
D4/S1	14	23.3
Total	60	100

Source: Primary data processed, 2023

Table 3 shows respondents by education level. Most respondents, namely 34 people (56.7percent), completed their education at the D1-D3 level.

The instruments in this study have fulfilled the stages in the instrument test, namely the validity and reliability tests. All statement items in the instrument are declared valid and reliable by the rules in the instrument test.

Table 4. Validity Test Results

No	Variable	r count	r table	Information
1	Green Performance Management (X)			
	Indicator 1	0.504	0.2542	Valid
	Indicator 2	0.718	0.2542	Valid
	Indicator 3	0.375	0.2542	Valid
	Indicator 4	0.735	0.2542	Valid
	Indicator 5	0.663	0.2542	Valid
	Indicator 6	0.539	0.2542	Valid
	Indicator 7	0.769	0.2542	Valid
2	Environmental Performance (Y)			
	Indicator 1	0.512	0.2542	Valid
	Indicator 2	0.490	0.2542	Valid
	Indicator 3	0.676	0.2542	Valid
	Indicator 4	0.598	0.2542	Valid
	Indicator 5	0.711	0.2542	Valid
	Indicator 6	0.641	0.2542	Valid

Source: SPSS data processing, 2023

Table 5. Reliability Test Results

No	Variable	Cronbach's Alpha	Cronbach's Standard	Information
1	*Green Performance Management*(X)	0.729	0.60	Reliable
2	Environmental Performance (Y)	0.612	0.60	Reliable

Source: SPSS data processing, 2023

After testing the instrument, the correlation test aims to determine the extent to which the level of closeness of the relationship between variables is expressed by the correlation coefficient(r). Correlation test results were obtained as follows.

Table 6. Correlation Test Results

Correlations			
		Green Performance Management	Environmental Performance
Green Performance Management	Pearson Correlation	1	.636**
	Sig. (2-tailed)		,000
	N	60	60
Environmental Performance	Pearson Correlation	.636**	1
	Sig. (2-tailed)	,000	
	N	60	60

Source: SPSS data processing, 2023

Next, the Classic Assumption Test is carried out, namely the normality test to test whether the distribution of data is normally distributed or not, followed by the linearity test to determine whether there is a significant linear relationship between two variables, and the Heteroscedasticity Test to determine whether the residuals must be homoscedastic, meaning one observation with the same observation. Another must have the same residual variance for a more precise model estimate. The following are the results obtained from testing classical assumptions.

Table 7. Normality Test Result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		60
Normal Parameters, b	Means	.0000000
	Std. Deviation	1.82723309
Most Extreme Differences	absolute	,057
	Positive	,057
	Negative	-.056
Test Statistics		,057
Symp. Sig. (2-tailed)		.200c,d

Source: SPSS data processing, 2023

Table 8. Linearity Test Results
ANOVA Table

			Sum of Squares	df	MeanSquare	F	Sig.
Environmental Performance * Green Performance Management	Between Groups	(Combined)	146,619	12	12.218	3.122	,003
		Linearity	133,595	1	133,595	34,132	,000
		Deviation from Linearity	13024	11	1,184	.302	.982
	Within Groups		183,964	47	3,914		
	Total		330,583	59			

Source: SPSS data processing, 2023

Table 9. Heteroscedasticity Test Results
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Beta		
1	(Constant)	3,443	1,021		3,373	001
	Green Performance Management	-.089	044	-.254	-2,004	.050

Source: SPSS data processing, 2023

The next stage of simple linear regression testing examines the effect of independent variables on the dependent variable. The following are the test results where the independent variable is regressed with the dependent variable.

Table 10. Simple Regression Test Results
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133,595	1	133,595	39,335	.000b
	Residual	196,988	58	3,396		
	Total	330,583	59			

Source: SPSS data processing, 2023

Table 11. Simple Regression Test Results

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Beta		
1	(Constant)	10051	1696		5,926	,000
	Green Performance Management	.462	.074	,636	6,272	,000

Source: SPSS data processing, 2023

The regression equation for estimating the dependent variable on the independent variable is written as follows:

Y = a + bX

Y = 10.051 + 0.462X

Where:

Y = Environmental Performancea = Constant

b = Regression Coefficient X

X = Green Performance Management

Next, testing the coefficient of determination is used to measure how much influence the independent variable has on the dependent variable. The higher the R2 value, the closer the relationship between green performance management (X) and environmental performance (Y) variables, and the more accountable the use of the model used.

Table 12. Coefficient of Determination Results

Model Summary

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.636a	.404	,394	1.84292

Source: SPSS data processing, 2023

Then, carry out a Partial Statistical Test (t-test) to show the extent of the influence between the independent and dependent variables.

Table 13. T Test Results

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Beta		
1	(Constant)	10051	1696		5,926	,000
	Green Performance Management	.462	.074	,636	6,272	,000

Source: SPSS data processing, 2023

Discussions

Implementation of Green Performance Management to Support Environmental Performance at Mercure Bali Legian

The results of interviews with the General Manager and Human Resources Manager asking five questions about Green Performance Management at Mercure Bali Legian show that they understand its implementation in detail, summarized as follows. 1) Mercure Bali Legian implements Green Performance Management practices referring to clear environmental management information system standards, namely Planet 21 in Action Sustainable Development Roadmap.2) Integrate environmental management goals and targets into the company's performance evaluation system through the GAIA platform, sustainability, and technical platform as indicated by the achievement level results at GOLD level or 108 points. 3) Implement environmental performance practices by applying the Planet 21 in Action program as a guide, with six frameworks focused on People, Guests, Partners, Food and beverage, Communities, and Buildings, which are explained in detail and directed at each item. Several initiatives such as implementing the Plant for the Planet program, namely inviting guests to participate in changing towels and bed sheets not every day, not using single-use plastic in rooms, using wooden and environmentally friendly amenities in rooms, 4) Integrating elements of environmental performance, namely energy and water efficiency, reducing food waste, reducing the use of single-use plastics and CSR programs as Key Performance Index (KPI) in evaluating employee performance. 5) Setting goals and targets for increasing sustainable environmental awareness on Act Here Planet 21 as outlined in the Acting for Positive Hospitality regulations to be used by this hotel as a reference to date. 6) Conduct outreach to employees regarding a healthy environment and welfare, as well as understanding and application of diversity, holding departmental meetings, GM Table forums discussing the level of achievement of environmental performance and increasing employee awareness of a green environment, and holding the election of the best employee or Best Employee of The Month where the nominees are to present their contribution to the implementation of a green environment in hotels. 7) Evaluating environmental performance through regular employee performance reviews, ongoing provision, and training in collaboration with experts such as Octopus Indonesia and Urban Compost to encourage a sense of environmental concern.

The results of this research support previous research fromIrmawati & Trihardjanti (2020) that seven indicators are the primary concern in the implementation of Green Performance Management to support environmental performance, namely the development of an environmental management information system, the integration of environmental management goals and targets in evaluating company performance. The determination and provision of targets not only for the environment but also for employees play a vital role in implementing this concept, but in the results of this previous study, there was no evaluation of the company's environmentalperformance for each employee.

The Effect of Implementing Green Performance Management to Support Environmental Performance at Mercure Bali Legian

The correlation test results in Table 6 show a significance value of less than 0.05, and the Pearson correlation value is 0.61 – 0.80, so it can be concluded that there is a strong and positive correlation between Green Performance Management and Environmental Performance variables.

The results of the classical assumption test normality test in Table 7 have an Asymp—sig of 0.200 due to Asym. Sig is greater than the sig value of 0.05, so it can be concluded that the data is usually distributed. The results of the linearity test in Table 8 show that the Sig Deviation from Linearity is more significant than 0.05, so it can be concluded that there is a linear correlation between the Green Performance Management variables and the Environmental Performance variables. Meanwhile, in the heteroscedasticity test, Table 9 dI know the significance value is equal to 0.05, meaning that there was no heteroscedasticity in this study.

The simple linear regression test results in Table 10 show that the calculated F value is 39,335 with a significance level of 0.000 <0.05. In contrast, the significance value from Table 11 (coefficients) found a significance value of 0.000 <0.05, and it is known that the t calculated value is 6,272 > t Table 2002. On the results of testing the coefficient of determination in Table 12, the value is obtainedR^2= 0.404, which means that 40.45 percent contribution from the Green Performance Management (X) variable to the Environmental Performance variable. At the same time, the remaining 59.55 percent is influenced by other factors or variables not examined. Meanwhile, the t-test results are shown in Table 13The calculated t-value for the Green Performance Management variable is greater than the t-table value of 2.002, with significance smaller than 0.05.

Based on the hypothesis test results, the effect of implementing Green Performance Management to support Environmental Performance shows a significance value that is smaller than the probability value, and the calculated t value is greater than the t table value. Thus, Green Performance Management has a significant effect on Environmental Performance. Apart from that, because of the regression coefficient, the stronger the Green Performance Management, the more environmental performance will also increase.

The results of this study are supported by previous research conducted by Isrososiawan et al.(2020), who concluded that green performance appraisal practices positively affect environmental performance. Green performance appraisal plays a vital role in achieving environmental performance because this practice provides a strategy that assesses employee performance against green-related standards and consists of elements not connected to green progress in performance feedback talks. Green performance appraisal is a process in which employees are stimulated to improve professional skills in environmental issues, which helps to achieve environmental performance goals and objectives in a better way.

Conclusions

Green Performance Management practices implemented by Mercure Bali Legian have proven effective in supporting environmental performance. The method of "Acting Here Plane 21," which consists of six commitments, is to measure and improve its sustainability performance in the long term with specific objectives, namely aspects of 1) people; provide feedback and training for employees to care for the environment and find out their perceptions of the hotel through surveys. 2) guests; campaigning environmentally friendly programs to guests. 3) partners; cooperation with suppliers in procuring environmentally friendly materials or goods by signing a Sustainable Procurement Charter, or called the Procurement Charter. 4) Communities: Actively participate in Corporate Social Responsibility programs for the surrounding community.

5) Food & beverage: offering guests quality, healthy, and sustainable food products and reducing food waste. 6) buildings targeting zero carbon, zero waste, saving energy and water consumption to achieve intelligent buildings or intelligent buildings that are environmentally friendly. Adopting this practice sustainably and consistently will provide positive results for Mercure Bali Legian andthe surrounding environment.

The results of the partial hypothesis test show that Green Performance Management has a positive and significant effect on environmental performance at Mercure Bali Legian. This indicates that the application of Green Performance Management can improve environmental performance. The coefficient of determination, with an R Square score, shows that the Green Performance Management variable contributes 40.45 percent to the ecological performance variable. The remaining 59.55 percent is influenced by other factors or variables not explained inthis research.

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