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## GREEN HUMAN RESOURCES MANAGEMENT APPLICATION THE FATMA JOMBANG HOTEL

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### Abstract

*This study aims to determine how important the application and strategy of green human resources management. The object used is the hospitality industry, namely the Fatma Jombang hotel. This study uses qualitative methods with a descriptive approach. Data collection techniques obtained from observations, interviews and documentation. Stages of data analysis techniques used are data reduction, data presentation and conclusion. The data validity test in qualitative research includes credibility, transferability, dependability and confirmability tests. The results of the interview showed that the application of green human resources management applied at the Fatma Hotel includes the recruitment of new employees and employee discipline in maintaining the cleanliness of the environment around the hotel. The purpose of hiring new employees is to improve the quality of human resources in the company. The application of green human resources management at Fatma Hotel has a very important role because it can increase work productivity and it is felt that activities are more comfortable and employees are more disciplined in carrying out their work. To maintain the cleanliness of the hotel environment, employees also always warn visitors to make waste in places that have been provided by the hotel, namely organic and non-organic waste bins. For cleanliness in the hotel is very concerned because the cleanliness is very ensure the comfort of visitors while staying. One of the strategies for implementing green human resources management at Fatma Hotel is by holding training. This training is in the form of training by training patience in serving customers, fostering empathy and honing good communication skills. As for giving rewards to employees who have good performance in the form of salary increases.*

**Keywords :** Application, Strategy, Green Human Resources Management

### Introduction

The preservation of the natural environment has become a very important issue in recent decades. Almost every industry has adopted the practice of protecting the surrounding environment. Most manufacturing companies have the goal of eliminating waste generated during the production and disposal of industrial products and being able to improve the performance of a company (Isrososiawan et al., 2003). The hotel industry that implements practices such as *Green Human Resources Management* will have a significant financial savings impact, *Green Human Resources Management* it is a concept that is able to shape a company to improve company performance to always protect the environment and achieve an environmentally friendly company culture (Darmawan et al., 2022).

To achieve environmental sustainability goals, most companies can use *appropriate Green Human Resources Management* (GHRM) practices to stimulate employees. However, it should be noted that GHRM has unique characteristics and an assortment of green Human Resource subsystems. Organizational commitment will give rise to employees' sense of belonging to the organization, giving rise to responsibility and awareness in running the organization and being motivated to achieve organizational goals (Mualifin et al., 2019). Green management practices

are carried out entirely by humans who express a positive attitude towards the environment and have a sense of responsibility for their actions that may have environmental implications (Hasan, 2022) . *Green Human Resources Management* is an effort that can help in reducing the impact of environmental damage. Where the application includes human resource management functions such as the recruitment process, selection, performance evaluation to HR empowerment. (Fathussalam et al., 2021)

The linkage between *Green Human Resources Management* and improving employee performance at Fatma Hotel is the readiness of new employees in their educational competence. Where hotel Fatma used to recruit employees with a general high school education level, while the current hotel Fatma recruit employees with vocational education level of hospitality. And with the turnover of fellow employees in the field of hospitality and having the experience felt able to accelerate the existence of an increase in performance at the Fatma hotel. Based on the observations that the researchers did that the Fatma hotel has implemented the practice of *Green Human Resources Management*. Namely by doing cadreization based on performance, work environment and corporate culture. Thus, researchers will examine the influence of Green Human Resources Management to improve employee performance at the Fatma Hotel. The relationship between green human resources management with increased work at Fatma Hotel is the readiness of new employees in their educational competency. Activities related to the implementation, development and maintenance of sustainable systems in GHRM aim to make employees in a company environmentally friendly (Siburian & Sugiarto, 2022) .

### **Methods**

The research method used in this study is a qualitative method. Qualitative research methods are research methods based on the philosophy of positivism used to examine the condition of natural objects. The data collection technique was carried out using triangulation (combination), data analysis was indicative/qualitative and the results of qualitative research emphasized meaning rather than generalizations (Sugiyono, 2013) . In this study researchers used primary data and secondary data. Primary Data obtained from observations and interviews directly to the research site. And secondary data obtained from data on the number of employees, organizational structure and duties of the employees at the Fatma hotel. Data collection techniques from this study were obtained from observations, interviews, and documentation.

### **Results**

According to Hussain (Putri & Warsindah, 2021) *Green Human Resources Management* is a company implementation that leads to development, maintenance and management by implementing environmentally friendly systems in human resource management practices. Implementing GHRM in retail companies is an effort to increase productivity and company commitment to maintaining environmental sustainability (Ambarwati et al., 2023) . Implementing Green Human Resources Management is a *human resources activity management* that increases positive environmental outcomes so that GHRM practices in recruitment, training, empowerment, selection and giving awards are used to create a focus on fulfilling the organizational environment (Kurniawati & Oktarina, 2023) . Ghrm practice becomes one of the significant programs of green business because this program refers to the efforts of organizations in converting normal employees into Green employees or employees involved in pro environment (Megaster et al., 2022) .

### **Implementation of Green Human Resources Management at the Fatma Hotel**

The sustainability of GHRM serves as a reminder for workers about the complexity of environmental management such as what activities are needed, what their abilities are and how they can help the environment (Wijonarko & Wirapraja, 2023) . Green Human Resources Management has been conceptualized to influence environmentally friendly behavior in employees in the workplace by aligning practices and policies with sustainability goals that reflect an environmental focus. Implementation of green Human Resources Management

functions that are environmentally friendly will result in higher efficiency, lower costs and better employee engagement. In addition, Green Human Resources Management emphasizes green employee motivation by evaluating and appreciating employee green performance, and Green Human Resources Management is able to empower employees and produce an environmentally friendly organizational culture (Tyas & Tiarapuspa, 2023) .

In the hotel, Fatma implements Green Human Resources Management practices with the aim of recruiting new employees and preserving the environment at the Fatma Hotel. Employees always maintain a commitment to work in order to achieve common goals. Therefore, cleanliness in the hotel is very important so that hotel visitors during their stay feel comfortable. Based on the results of an interview with Fatma Hotel Manager, Mr. Dendy Hertanto:

*"The application of Green Human Resources Management that I apply at the Fatma Hotel is the recruitment of new employees by building an organizational culture for all employees, including applicable sops, work instructions, rules of conduct, and duties and responsibilities that have been determined in the Fatma Hotel. In addition, employees always remind visitors to dispose of waste in the place that has been provided, namely organic and non-organic waste bins"*

From this it can be seen that the recruitment of new employees in the Fatma hotel greatly affects work productivity. And also the cleanliness of the environment within the scope of the hotel is always maintained.

### **Strategy for Implementing Green Human Resources Management at the Fatma Hotel**

In a start-up company, the strategy used to increase work productivity is through training and giving rewards or compensation to employees. Green training can help employees understand the importance of taking care of the environment, and make them more sensitive to environmental control processes. In addition, it helps them learn important ways to save resources and reduce waste in the workplace (Aniqoh et al., 2022) . Training is a step implemented by a company to increase the value and skills of employees. The company will invest time and funds in training an employee who is worthy of being retained in the company (Ang & Mon, 2022) . Green reward refers to an approach to human resource management where incentives and compensation are given to employees by considering sustainability and environmental factors (Ramadhan & Chaerul, 2023) . By giving rewards is an important part of the company's efforts to achieve corporate sustainability goals. Based on the results of an interview with the Manager of the Fatma hotel, Mr. Dendy Hertanto:

*" Tips to become an employee of Hotel Fatma well and correctly, namely by exercising patience in serving customers, fostering empathy and honing good communication skills. The reward that I give to employees who perform well is in the form of a salary increase of 10%, but for employees who have received a warning letter (SP) only get a salary increase of 5%"*

It can be seen in a company that there is training to improve the skills and quality of performance of employees and the provision of rewards that aim to increase work productivity.

### **Discussion**

Based on the interview results showed that the application of *Green Human Resources Management* at Fatma Hotel, namely the recruitment of employees who have met labor laws that employ employees with a minimum age of 17 years. In addition, for the distance of hiring new employees with old employees with a period of 5 years that is considered stable, so that work productivity is more guaranteed. In the Hotel Fatma also applies a disciplined attitude to employees so that the company achieves common goals. In addition to working discipline Fatma Hotel also applies organizational culture. The organizational culture applied at the Fatma Hotel is

that between management and all employees must have the same vision and mission of the company.

At the Fatma Hotel also applies the practice of Green Human Resources Management, the practice applied is the recruitment of new employees by building an organizational culture for all employees, including applicable sops, work instructions and duties and responsibilities that have been determined by the Fatma Hotel . Researchers, such as Behrend, Philip and Arrowsmith (Utama et al., 2022) suggest some GHRM practices include: encouraging employees through training and compensation, assisting employees in identifying how to recycle reusable products, green rewarding employees. After the implementation of Green Human Resources Management at the hotel Fatma felt more comfortable activities and employees were more disciplined in carrying out their work. Like the old days of correspondence activities at Fatma hotel using files in the form of hardcopy, now correspondence activities at Fatma Hotel use soft files so as not to be environmental pollution. Cleanliness at the Fatma Hotel has complied with the applicable SOP rules and has collaborated with the Environmental Department, where the garbage is disposed of in a landfill located in the Tunggorono area. GHRM can help companies align the environment with the company's business strategy (Nelson et al., 2023) .

Based on the results of data analysis of the implementation strategy of *Green Human Resources Management* is by improving the competence of human resources through training. Leaders provide training to employees within a certain time intensely the first three months and the next three months or approximately half a year for the training period. For the type of training provided by the leader to employees, the leader gives tips to employees properly and correctly such as exercising patience in serving customers, fostering empathy and honing good communication skills to visitors. To achieve organizational success, reward systems must be designed to reflect management's commitment to environmental performance by strengthening and motivating employee pro-environmental behavior (Hadjri et al., 2020) . *Reward* those who perform well. *The reward* is given in the form of a salary increase of 10%, but for employees who have received SP (warning letter) only get a salary charge of 5%.

The factors that affect *the Green Human Resources Management* are seen from the attitude and character of each employee. According to Keraf (Saputra & Sueb', 2020) the emergence of environmental problems is a problem of morals and human behavior. Each employee has a different attitude and character where employees must understand each other's character and attitude. In the company the leader also has a duty to understand the attitude and character of its employees. In addition, there are factors that become an obstacle in Green Human Resources Management that are oriented to development, ability, and motivation. In addition, in the hotel Fatma employees are required to maintain existing facilities in the hotel such as water saving and lighting in the hotel room

## **Conclusion**

Based on the presentation of the material above, it can be concluded that *Green Human Resources Management* is an activity that involves employees in the development, implementation and maintenance of sustainable environmental sustainability within the scope of the hotel. The company that implements this program is a hospitality industry company, because considering that a clean hotel makes visitors feel comfortable while staying. And with the hope that employees can maintain and preserve the environment. In addition, *Green Human Resources Management* can also handle problems in companies where the company has implemented *Green Human Resources Management* through training/training and employee development.

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