
IMPLEMENTATION OF GREEN HUMAN RESOURCE MANAGEMENT IN JATILUWIH TOURISM DESTINATION AREA

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ABSTRACT

Jatiluwih tourism destination is one of the World Cultural Heritage Areas of Catur Angga Batukaru, included in the Balinese Cultural Landscape set by UNESCO in 2012. This tourist village needs to be supported by green human resource management as a sustainable destination. Therefore, this research aims to examine green human resource management (GHRM) implementation to design a suitable model and support sustainable tourism. It uses a qualitative descriptive analysis backed by quantitative data. Furthermore, data were collected through observation, in-depth interviews, documentation, focus group discussions, and questionnaires to all sub-village (sub-village) communities. Informants were selected from community leaders, namely the village head (perbekel), the head of destination management, the head of the LPM, and representatives from 9 divisions of the Jatiluwih destination management. The research discussion was analyzed using Miles & Huberman analysis, involving data reduction, display, verification, and conclusion. The results showed that the GHRM in Jatiluwih destination was well implemented under observations, interviews, and questionnaires. However, for the sustainability of future management under the results of the focus group discussions conducted with community leaders and managers, it is necessary to design a suitable GHRM model for the Jatiluwih tourist village. It can also be used as a model to manage similar tourist villages in other areas. GHRM has been appropriately implemented, as evidenced by the results of interviews, and focus group discussions (FGD) conducted with the managers of the Jatiluwih destination.

Keywords: green human resource management, tourist village, sustainable tourism.

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INTRODUCTION

Human resources are the main driving factor in implementing all agency activities and should be adequately managed through Human Resource Management (HRM) (Utamy et al., 2020). States that it is the recruitment, selection, development, maintenance, and use of human resources to achieve individual and organizational goals (Handoko, 2020). According to (Dessler, 2015), it is the process of acquiring, training, appraising, and compensating employees and managing labor relations, health and safety, and matters relating to justice. This is not different from the opinion of (Masri & Jaaron, 2017), who argues that green human resource management (GRHM) can improve environmental performance (EP).

Sustainable Development Goals (SDGs) adopted by Indonesia consist of 17 goals focused on humans and the environment. Therefore, all countries hope to attain human welfare and environmental sustainability. During the increasing ecological damage due to the production process, GHRM is needed to minimize these conditions. HRM aims to utilize, develop, and research existing human and natural resources to manage them effectively and efficiently (Huzain, 2021). As

the foundation of company progress, it can motivate companies to increase employee commitment to promote environmental performance (Schuler & Jackson, 2014).

According to (Renwick et al., 2013), the research of HRM is an environmentally friendly process that plays a role in human management practices. An organization should develop ecologically friendly capabilities, motivate employees through the provision of rewards and provide employees with opportunities to improve performance (Syafari, n.d.). This has an impact on increasing productivity, company profits, quality, and organizational performance.

Arulrajah mentioned that GRHM could influence job performance evaluation, which has greatly benefited the company's image and improved work productivity. GHRM practices are also implemented to support the idea of going green because the company is aware of the employees' pro-environmental behavior at the individual level to achieve sustainable performance (Kim et al., 2019).

Jatiluwih tourism destination area is included in the Balinese Cultural Landscape set by UNESCO in 2012 (Wardana, 2020). This tourist village needs to be supported by GRHM as a sustainable destination manager with a management body. The management of this tourist village is managed conventionally but has implemented a green aspect.

The research intends to focus on the importance of identifying the implementation of GHRM in Jatiluwih tourism village to support sustainable tourism. By looking at the performance of GHRM, it is necessary to design a model under the conditions of the Jatiluwih tourist village, which is a World Cultural Heritage.

The scope of this program is the implementation of GHRM in tourist villages. Therefore, the general description of the company and the size of the research object are related to competitive advantage in tourism villages. Based on the background explanation above, the objectives of this research are to identify and analyze the implementation of GHRM to increase the competitive advantage of the Jatiluwih tourism village and to design a GHRM model to support sustainable tourism in the Jatiluwih tourism village.

METHOD

This study uses a qualitative descriptive analysis supported by quantitative data. Furthermore, data were collected through observation, in-depth interviews, documentation, focus group discussions, and questionnaires to all sub-village communities (sub-village). Informants were selected from community leaders, namely the village head (perbekel), the chairman and deputy manager, the head of the LPM, and representatives from 9 divisions of the Jatiluwih destination management. The research discussion was analyzed using (Miles et al., 2018) qualitative analysis, which consists of reduction, display, verification, and conclusion drawing. The results showed that the GHRM in Jatiluwih destination was well implemented in line with observations; however, for the sustainability of future management following the focus group discussions. It is necessary to design a suitable GHRM model for the Jatiluwih tourism village. This can also be used as a model in the management of similar tourist villages in other areas.

RESULTS AND DISCUSSION

Implementation of Green Human Resource Management in Jatiluwih Destination Tourism Area

Based on the results of observations, interviews, and questionnaires, of the eight questions given, more than 80% (Table 1) strongly agreed and agreed with question no. 6 on relations and recommendations of human resources, while 35% disagreed. In total, the implementation of GHRM in Jatiluwih can be considered green or in line with the theory used. The description of the result is explained as follows:

1. Commitment

The management of the Jatiluwih destination has a body for proportional staff division. The interviews and focus discussion results show that the manager is highly committed to the cultural heritage accepted as a gift that should be preserved under ancestral traditions from generation to generation. In addition, the village government and the manager have committed to safeguarding Jatiluwih's destination as a part of the world's cultural heritage and a tourism destination.

2. Recruitment of members

Recruitment of members in Jatiluwih destination selected based on competence and minimum high school education recruited evenly from all sub-village.

3. Training/Staff Development

Management staff training and development is carried out by receiving training from several universities that hold community service at Jatiluwih village. Some are regularly held annually, for example, the procurement of events/festivals and providing the community training to handle the event. Another movement is still irregular or in the interests of universities or institutions that provide services such as digital marketing training, housekeeping, accommodation management, and front office service training.

4. Award/compensation

Compensation is the provision of remuneration to employees as a reward given by the company. The principle of compensation is fair and appropriate according to achievements and responsibilities. The award provided to management members is still limited in service marks for diligent workers.

5. Relationships and recommendations

The relationship is a recommendation given to employees in the management of Jatiluwih destination to realize justice and equity. The head of the management and the village administrators determine which employees will be placed in each division to accommodate the interests of all groups under the competence of the work to be filled.

Table 1. Distribution of Respondent GHRM Jatiluwih

Question	Responses Of Green Human Resource Management				
	Percentage (%)				Total
	Strongly Agree	Agree	Neutral	Disagree	
1	45	35	10	10	100
2	35	45	15	5	100
3	45	40	10	5	100
4	40	45	10	5	100

Responses Of Green Human Resource Management					
Question	Percentage (%)				Total
	Strongly Agree	Agree	Neutral	Disagree	
5	25	55	15	5	100
6	25	30	10	35	100
	Percentage (%)			Total	
	Yes	No	Total		
7	100	0	100		
8	100	0	100		

Source: Data Processed 2022

Model Green Human Resource Management for Jatiluwih Destination Tourism Area

The GHRM model is expected to be a reference for green human resources management with a competitive advantage. Furthermore, all human resources should have an environment-friendly or green behavior performance. This model was verified through a focus group discussion (Figure 2) with the head of the village, Jatiluwih destination manager, and the representative of 9 divisions of management, including General and Staff, Planning, Finance, Tickets and Parking, Security, Cleanliness and Gardening, Sustainable and Culture, Promotion, and Marketing, and Other Business. The discussion approved the GHRM model adapted from existing implementation (simple traditional GHRM) to be greener based on some theories and best practices in other areas.



Figure 2. Focus Group Discussion at Jatiluwih

Source: Research Document 2022

The draft model is designed first, sourced from several previous studies, then adapted to the characteristics of tourist destinations and current human resource management. From the discussion results, the developed model had temporarily adopted green elements and could be implemented in the tourist village of Jatiluwih. This model can remind all management leaders to be a guide in every step of recruitment, training, awarding, and other factors fostering environmental behavior. Therefore, the existence of GHRM in this destination will have a competitive advantage against other villages, and the model can be seen in Figure 2 below.

Green Human Resources Management Model of Jatiluwih Tourism Village

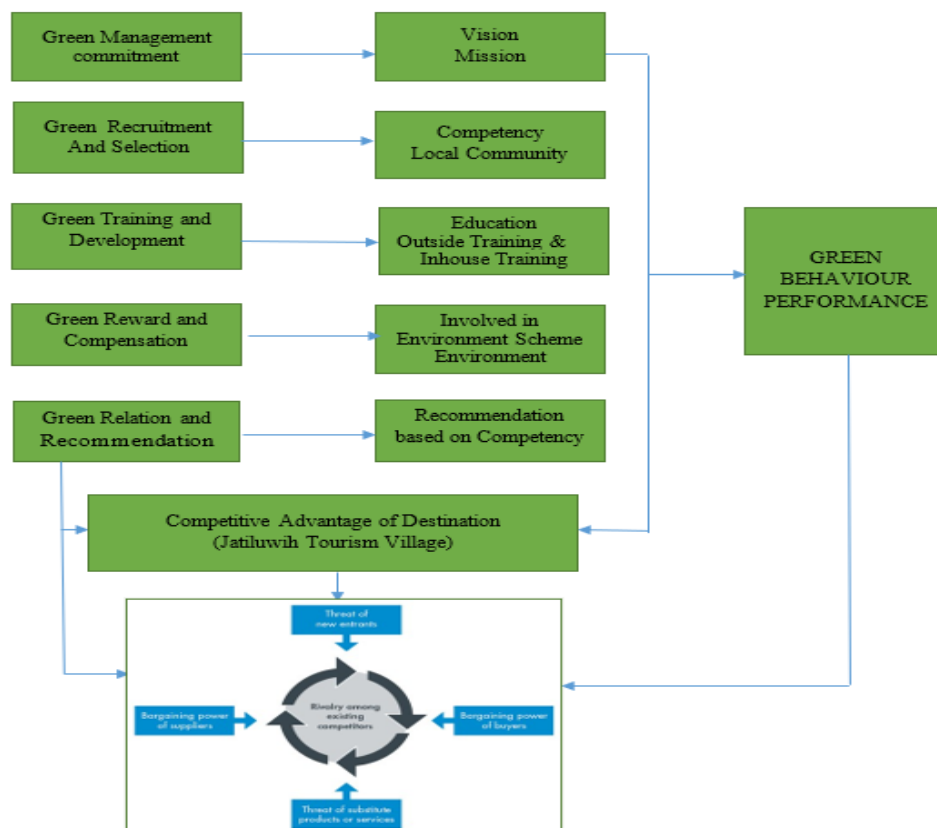


Figure 3. Model of GHRM of Jatiluwih Tourism Destination Area

Source: Data Processed, 2022

1. Green Management Commitment

Commitment is the main factor in managing an organization, including Jatiluwih's destination. Top management commitment and intellectual capital directly impact green human resource and environmental performance for issues leading to positive perceptions of practices among employees (Haldorai, K., Kim, W. G., & Garcia, 2022). An environmentally conscious team can effectively coordinate environmental management activities across departments. In line with the statement, Latan et al. (Latan, H., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., Wamba, S. F., & Shahbaz, 2018) confirmed that the team is considered an intangible asset in sustainable environmental improvement. Senior management will commit to participating in measures that will ultimately improve environmental performance when the potential benefits of initiatives are recognized. From several opinions regarding the above commitments, human resource management in Jatiluwih destination needs to start from the head of the manager supported by the village head and the person in charge of the Tabanan Regency Tourism Office.

2. Green Recruitment and Selection

Staff recruitment and selection are crucial stages in the management of Jatiluwih Tourism Village. The qualifications and the basis for selection are expertise, experience, age, gender, education and training, physical condition, talent, temperament, and character. In selecting employees placed in Jatiluwih destination, employees with a friendly attitude towards the

environment are needed. This is in line with Wehrmeyer's (Wehrmeyer, 2017) research, where recruitment can support effective environmental management by ensuring that newcomers are familiar with the culture. The value of cultural heritage in the form of preserved rice fields and mountains has been known for generations. However, the village community does not understand how to keep it holistically. Therefore, during the selection interview, placement, and orientation, it is necessary to emphasize the importance of maintaining the environment because the employees can determine sustainability with the principle of not changing nature.

3. Green Training and Development

Green training and development emphasize practices conducted while managing this destination. Therefore, working, and scheduling training and staff development toward knowledge and green-based competencies is necessary. Management activities require increasing employee awareness and knowledge of business processes and materials. Therefore, environmental knowledge is the key to addressing problems (Renwick, D; Redman, T. & Maguire, 2012). Furthermore, staff training and development will be able to educate them, primarily related to energy conservation, waste reduction, increasing environmental awareness, and involving staff in solving problems. Training and staff development must be scheduled regularly by making a budget from the ticket levy to enter Jatiluwih. In addition, it is necessary to periodically fund from the Tabanan Regency because this destination has become the responsibility of the regional government.

4. Green Reward and Compensation

Reward and compensation are provided to employees because of the work performance shown while working at Jatiluwih. Awards should be given to employees who care about the environment, such as being sensitive to the problem of plastic waste, taking the initiative to assist tourists in being environmentally conscious, inviting the community to regularly clean the village, providing information to village youth about the importance of protecting the environment, as well as other green programs. The award can be in money or goods, other incentives such as bonus traveling, or comparative studies. In addition, it can be career advancement to a higher level when the type of business management of the Jatiluwih destination is more developed and the number of visits increases.

5. Green Relation and Recommendation

Policyholders and employees give green relations and recommendations in realizing sustainable environmental management. Guidance for employees who work as managers at this destination must be considered reasonably and equitably because Jatiluwih is supported by several neighborhoods/sub-villages under the divisions or sections in this management. Employees or management members hired are also selected based on competencies under education and experience.

CONCLUSION

The implementation of green human resources management at the Jatiluwih destination is consistent with the analysis carried out in the discussion. It can be concluded that GHRM has been appropriately implemented, as evidenced by the results of interviews, and focus group discussions (FGD) conducted with the managers of the Jatiluwih destination. It was also verified by the results of a questionnaire (form) sent through WhatsApp to the community, which gave the same answer by saying that all the elements asked were about commitment, recruitment, staff training and development, awarding, competitive advantage, and environmentally friendly attitudes. However, it is necessary to design a prospective model to maintain the implementation of GHRM to have a competitive advantage and green performance behavior. This is realized through regular training and human resource development budgeted from the entrance ticket retribution and the Tabanan Regency Government, responsible for the Jatiluwih tourist destination.

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