

Green Human Resources Management In The Sustainability of Diving Tourism Business

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Abstract

Indonesia is an archipelagic country that has great maritime tourism potential, one of which is diving tourism. The great potential must be maintained sustainably so that the tourism business can always exist and have good benefits, so in this research the theme is Green Human Resources Management (GHRM) which is linked to the sustainability of the diving tourism business at the Dive Center as the spearhead of this tourism organizer. GHRM implementation is assessed to measure the extent to which GHRM variables are able to have a positive impact on the sustainability of diving tourism businesses. The aim of this research is to determine the influence of Green Human Resources Management on business sustainability in the diving tourism sector by distributing questionnaires to employees or crew who work at dive centers which results in the behavior and implementation of Green Human Resources Management being able to have a positive impact on business sustainability in the field, and the result in this research is shows that Green Human Resources Management has a positive and significant effect on Business Sustainability at the Dive Center for their business sustainability in the diving tourism sector. This research aims to provide ecological and business benefits so that business sustainability remains so that dive center management continues to provide the best service to customers.

Keywords: *Management, Green Human Resources Management, Business, Sustainability, Environment*

Abstrak

Indonesia merupakan negara kepulauan yang mempunyai potensi wisata bahari yang besar, salah satunya wisata selam. Potensi besar tersebut harus dijaga secara berkelanjutan agar usaha pariwisata dapat selalu eksis dan memberikan manfaat yang baik, maka dalam penelitian ini tema yang diangkat adalah Green Human Resources Management (GHRM) yang dikaitkan dengan keberlangsungan usaha wisata selam di Dive Center sebagai ujung tombak penyelenggara pariwisata ini. Implementasi GHRM dinilai untuk mengukur sejauh mana variabel GHRM mampu memberikan dampak positif terhadap keberlangsungan usaha wisata selam. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh Green Human Resources Management terhadap keberlangsungan usaha di bidang wisata selam dengan cara menyebarkan kuisioner kepada karyawan atau crew yang bekerja pada dive center yang menghasilkan perilaku dan penerapan Green Human Resources Management mampu memberikan dampak positif terhadap keberlangsungan usaha di lapangan, dan hasil dalam penelitian ini menunjukkan bahwa Green Human Resources Management berpengaruh positif dan signifikan terhadap Keberlanjutan Bisnis Dive Center terhadap keberlangsungan usahanya di bidang wisata

selam. Penelitian ini bertujuan untuk memberikan manfaat ekologis dan bisnis agar keberlangsungan bisnis tetap terjaga sehingga manajemen dive center terus memberikan pelayanan terbaik kepada pelanggan.

Kata kunci: Manajemen, Manajemen Sumber Daya Manusia Ramah Lingkungan, Bisnis, Keberlanjutan, Lingkungan

1. INTRODUCTION

Indonesia is an archipelagic country that has extraordinary maritime potential, especially Bali which is a favorite destination for domestic and foreign tourists. According to data from the Bali Province Central Statistics Agency, the number of foreign tourists traveling to Bali in 2023 will be 5,273,258 people and domestic tourists will be 9,877,911 people, this proves that the potential for this tourism is very large, including diving tourism which is one of the One of the main tourist attractions in maritime countries, especially Indonesia, is that it has a large area of coral reefs and is included in the coral triangle zone, namely the sea area of the western part of the Pacific Ocean with high biodiversity.

To maintain the sustainability of this tourism potential, awareness of the environment must be increased, according to research Utami et al., (2016) Marine tourism is an activity that is very risky to nature and has a tendency to damage coral reefs. Many visitors also treat biota carelessly, and tourists throw rubbish carelessly into the sea. Coral reef ecosystems have the potential to be damaged. Negative visitor behavior is also caused by the tour guide's lack of explanation and insight into marine ecosystems, especially coral reefs.

One issue facing tourism initiatives that explore the possibilities of the environment is the deterioration of the ecosystem and bearing capacity of the ecosystem for tourism. In order to prepare for it, tourism development has to be environmentally sustainable, grounded in initiatives to empower people on a social, economic, and cultural level. This means that integrated management—which uses an ecosystem approach for planning, implementation, supervision, and evaluation—is required for the growth of environmentally based nature tourism. In this instance, ecosystems are necessary for the survival of life and the preservation of the environment, and this must be taken into account in all natural tourist operations. In order to preserve environmental sustainability and the continuity of natural tourist operations, as well as to increase the nation's foreign exchange earnings, internal policies and strategies based on environmental principles are in place. (Khotimah, 2008)

So it is necessary to understand diving tour guides through all Green Human Resources Management (GHRM) activities. Green Human Resources Management (GHRM) carrying out development in an environmentally friendly way is one of the most important problems facing the world today. Organizations need to think about how to shift to more sustainable methods given current conditions. The business world is starting to shift from an exploitative mindset to more sustainable ways, although this adjustment is still far from enough (Labella-Fernández & Martínez-del-Río, 2020). As mentioned previously, GHRM is an important instrument in this process that helps make it more sustainable.

Workers are important contributors to the establishment and growth of the company's social and human capital as well as a valuable source of information and

assistance for the creation and application of sustainable HRM. One of the most significant stakeholders of a company is its workforce, and HRM affects the entire firm. (Davidescu et al., 2020)

Sustainability is a new concept in HRM theory and practice. Companies now need to create more sustainable business models as we move into the twenty-first century, and the HR department is crucial to this process. (Mazur, 2014). For a considerable amount of time, the concept of sustainability in strategic human resource management has been associated with economic competitiveness and "sustained competitive advantages," which are derived from business strategy researchers. If a firm's resources are rare, precious, difficult to replicate, and difficult to replace, they can provide a long-term competitive advantage. (Mazur, 2014)

Green Human Resources Management is implemented in a way that starts with the recruitment process and continues through selection, training and development, performance evaluation, awards, job descriptions, and workforce management based on environmentally friendly concepts. The first step in implementing environmentally friendly HRM is that the owner must be strongly committed to implementing this idea through the policies created. (Astuti & Wahyuni, 2018).

All the activities involved in development, implementation and ongoing maintenance of a system that aims at making employees of an organization green are colloquially referred to as "green HRM." This is the area of HRM that is focused on converting regular workers into environmentally conscious workers in order to fulfill the organization's environmental objectives and ultimately contribute significantly to environmental sustainability. It alludes to the procedures, strategies, and systems that turn workers into environmentally conscious individuals for the good of the business, society, and the environment. (Arulrajah et al., 2015)

Green HRM is a system workforce management applied to reduce negative impacts on the environment or increase positive environmental impacts on the sustainable performance (Arulrajah et al., 2015). Human Resources Management plays a role in making workplaces and people more environmentally friendly. HRM has enormous potential to green an organization and its operations, from the job design function to employee interactions. (Arulrajah et al., 2015)

Understanding the breadth and depth of green HRM in order to transform their organizations into green entities is the main challenge facing HR practitioners. In the end, this work improves the organization's environmental performance. Put another way, the organization's positive environmental benefits will increase and its negative environmental impacts will decrease as HRM functions become more environmentally friendly. One of the most important elements in enhancing an organization's environmental performance is its human component. Green HRM methods are essential to developing, putting into practice, and sustaining creative environmental behaviors in employees together with the proper mindset of greening.

The main indicators of sustainable performance, such as operational effectiveness, customer satisfaction, talent management, and innovation, are the focus of all theories. These theories should be derived from both internal and external factors, such as corporate culture, reputation, risk profile, strengths and weaknesses, and corporate culture and technology, globalization, completion, and the use of natural resources. In particular,

theories of stewardship and stakeholders mesh nicely with the growing business sustainability of directing management to act as stewards with interests of all stakeholders in mind. (Rezaee, 2016)

In the absence of suitable green HRM practices, Sustainability of efforts to avoid problems and improve certain tourist destinations. Sustainable tourism is an ongoing process that requires continuous monitoring of its development. Sustainable tourism not only includes the planning stage but also the tourism offer. For tourists, the results must be able to provide a high level of satisfaction and a meaningful experience. (WTO, 2004). Durability A perspective on the tourism development model the use of Green HRM and the incorporation of sustainable principles are highlighted by Green HRM. It is envisaged that by using this approach, tourism will be able to preserve culture and the natural world while also benefiting local people in a sustainable economic, social, and environmental manner. Raha et al., n.d.)

To implement environmentally friendly industrial methods effectively, for the sustainability of the diving tourism business, it is mandatory to pay attention to environmental aspects because the main operational object is nature. sustainable entrepreneurship is presented in a cutthroat environment where financial gain is important. Entrepreneurship can emerge in response to company requirements, support systemic social shifts, and thrive in a sustainable, competitive environment and encourage the development of new sustainable technologies linked to these sustainable projects. (Tur-Porcar et al., 2018)

The aim of this research is to determine the effect of implementing GHRM practices on Business Sustainability in diving tourism businesses, by emphasizing the implications of business activities at Dive Centers so that they can run a sustainable business in terms of economics, resources and the environment. The implementation of GHRM in diving tourism businesses helps create an organizational culture focused on sustainability, creates a healthy workplace, and ensures that business practices support underwater environmental conservation. Dive Center must integrate environmental values into work culture and company values.

2. METHOD

This research uses a quantitative method by examining variables using a questionnaire research instrument using a rating scale of 1 to 10 where number 1 means Strongly Disagree to number 10 which means Strongly Agree.

Figure 1 Rating Scale

Strongly Disagree					Strongly Agree				
1	2	3	4	5	6	7	8	9	10

So as to produce statistical data as a tool in obtaining an explanation of the results of this research. And supported by other data collection methods such as interviews, documentation studies, and literature studies.

The population of this research is all Dive Centers in Bali and the sample selection in this research uses a Non Probability Sampling technique with the Snowball Sampling type where the researcher asks respondents to refer other people who meet the sample

criteria starting from a small number of respondents then increasing according to the respondents recommendations and references beginning (Sugiyono, 2018:82).

The analysis technique for this research uses path analysis using the SmartPLS SEM 4.1 analysis tool. According to Ichwanudin (2018), PLS SEM has the aim of predicting and developing theory, and to predict and identify variables that connect variables and assess the extent to which the model can explain the pattern of relationships between these variables by looking at the R-Square and Path Coefficient.

3. RESULTS AND DISCUSSION

3.1 Results

3.1.1 Outer Model Result

In the Partial Least Squares Structural Equation Modeling (PLS-SEM) study, the validity and reliability of constructs are measured or tested, and this is where the outer model comes in. It entails assessing constructs or latent variables that are symbolized by indicators (variables measured directly). Phases to assess how successfully indicators measure the required constructs and how well these constructs are applied to the model's latent variables are included in the outer model.

1. Convergent Reliability

Convergen Reliability is to ensure that the instruments used in research are reliable and produce consistent results when measuring the same construct.

Table 1 *Outer Loading Result*

VARIABLE	INDICATOR	LOADING FACTOR
GREEN HUMAN RESOURCES MANAGEMENT	GHRM_1	0.861
	GHRM_2	0.938
	GHRM_3	0.979
	GHRM_4	0.904
	GHRM_5	0.895
	GHRM_6	0.913
	GHRM_7	0.716
	GHRM_8	0.909
	GHRM_9	0.951
	GHRM_10	0.932
BUSINESS SUSTAINBILITY	BS_1	0.841
	BS_2	0.903
	BS_3	0.817
	BS_4	0.867
	BS_5	0.841
	BS_5	0.931
	BS_6	0.836
	BS_7	0.931
	BS_9	0.956
	BS_10	0.936

Source: Processed Data, 2024

In the table above, all indicators meet the requirements with a loading factor value of >0.7 so that all variables are valid and suitable for research use.

2. Discriminant Validity

In statistical analysis, discriminant validity is a notion used to assess how well a measurement tool genuinely assesses one idea compared to another. It examines whether, in actual measurement, variables that ought to be theoretically unconnected are in fact unrelated.

Table 2 *Discriminant Validity Result*

Variabel	Cronbach Alpha	Composite Reliability	AVE
Green Human Resource Management	0.970	0.976	0.787
Business Sustainability	0.974	0.973	0.814

Source: Processed Data, 2024

It can be seen in the table above that Discriminant Validity can be determined using the Average Variance Extracted (AVE) method for each indicator which has a criterion of > 0.5 which is said to be valid, the Cronbach's alpha value for all variables is > 0.6 and the composite reliability value for all variables shows > 0.7 . So, all variables are declared valid and reliable so that inner model or structural model testing can be carried out.

3.1.2 Inner Model Result

The Partial Least Squares Structural Equation Modeling (PLS-SEM) methodology includes an inner model that is used to estimate and assess the relationships between latent variables. In order to evaluate the direct and indirect impacts of one construct on another within the theoretical framework of the model, it entails examining the structural routes between constructs. The goal of the inner model is to assess how well the model fits the observed data overall and comprehend the causal links between constructs.

1. R-Square Test

Ghozali (2018) states that coefficient determination (R-Square) is used to measure how far the model's ability is to explain variations in the dependent variable. Based on the processed data, the R-Square value is obtained :

Table 3 *R-Square Result*

Variabel	R-Square	R-Square Adjusted
Business Sustainability	0.897	0.894

Source: Processed Data, 2024

Based on the table above, the data for the Business Sustainability variable has a value of 0.897, which means that 89.7% can explain the Green Human Resources Management variable and the rest is explained by other variables.

2. Path Coefficients Test

The purpose of the path coefficient is to evaluate the importance and strength of the relationships between the model's variables. In path analysis, variables are linked together by arrows, or routes, which show the influence and direction of a relationship between two variables. Path Coefficients The test calculates path coefficients, which show the degree to which one variable in the model affects another. The path coefficients illustrate the anticipated shift in the dependent variable upon a unit change in the independent variable.

Green Human Resources Management is have a positive effect on Business Sustainability if the P values is <0.05. The following is a table of path coefficients testing results with bootstrapping.

Table 4 Path Coefficient Result

Variabel	Original Sample (O)	Sample Mean	Standar Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
GHRM → Business Sustainability	0.947	0.938	0.032	29.504	0.000

Source: Processed Data, 2024

This research shows that Green Human Resources Management has a positive and significant effect on Business Sustainability at the Dive Center for their business sustainability in the diving tourism sector. It is proven that the sig value is 0.000, which means the P value is <0.05, namely 0.000. According to Amjad et al., (2021), which GHRM Practices have positive influence for business sustainability, and research result by Mousa,et.al (2020), GHRM bundle to improve sustainable performance. And green human resource management can gain enterprise sustainability (Andjarwati et al., 2019)

3.2 Discussion

Green Human Resource Management (GHRM) in the diving tourism industry refers to human resource management practices that focus on sustainability and environmental conservation. The significance of the GHRM programs themselves, as well as the costs and losses associated with not implementing them, must be included in these activities. Additionally, as soon as the programs' socializing is carried out, a company ought to be able to end the status quo. Finally, given that GHRM programs have a solid base, it is advised that SMEs keep improving them in order to attain sustainability over the long run. (Haeruddin et al., 2023)

This research shows that Green Human Resources Management (GHRM) has a positive and significant influence on the sustainability of the diving tourism business. According to Amjad et al., (2021), which GHRM Practices have positive influence for

business sustainability, and research result by Mousa,et.al (2020), GHRM bundle to improve sustainable performance

The more intensively GHRM is implemented, the better business sustainability will be. By considering the factors that support the implementation of GHRM, namely recruitment that prioritizes candidates who have environmentally friendly principles, training that teaches employees to care about the environment and use environmentally friendly training methods, environmentally friendly dive center operations, always inviting employees to always innovate and think creatively, and always prioritize employee health and safety.

Some aspects of GHRM that can be applied in diving tourism businesses such as Sustainable Recruitment and Selection, Involving sustainability criteria in the recruitment process, such as environmental awareness or skills in marine conservation. Seeking employees who have environmental values aligned with the business's sustainability mission. Training and Environmental Awareness Enhancement, conducting regular training for employees on environmental conservation practices, sustainability, and diving ethics, and encouraging employees to engage in environmental awareness programs in the local community. GHRM has a direct and favorable impact on employees' proactive and task-related pro-environmental behaviors in small tourism businesses. The findings demonstrated that when small tourism businesses Employees responded by displaying appropriate task-related pro-environmental behavior. This was achieved by taking environmental management into consideration when choosing the correct individual, providing enough environmental training, rewarding eco-friendly behavior, and having an environmental policy. The performance evaluation of employees' environmental incidents, duties, concerns, and policies made this very evident. It was also discovered that GHRM predicted proactive employee behavior. Put another way, staff members at small tourism businesses that support their ideas and activities for environmental improvements are more likely to adopt a green mindset and collaborate to sustainably address any environmental problems. (Elshaer et al., 2021) When properly managed, human resources may be a valuable stakeholder for a firm and aid in the achievement of corporate sustainability. Employees' understanding of the environment helps companies meet their sustainability and strategic green goals arrangement. Similar to this, green employer branding typically helps businesses build a greener reputation by implementing GHRM strategies to improve their environmental management. (Hasan, 2022)

Energy and Resource Management, implementing energy-saving policies at diving centers, such as using LED lights, energy-efficient AC systems, proper waste management, and reducing paper usage by transitioning to digital documents and online communication.

Health and Safety Promotion, implementing high health and safety standards to protect the well-being of employees and visitors, providing quality diving equipment, and conducting regular maintenance.

4. CONCLUSION

The implementation of GHRM in diving tourism businesses helps create an organizational culture focused on sustainability, creates a healthy workplace, and ensures that business practices support underwater environmental conservation. Dive Center must integrate environmental values into work culture and company values. This can be done through training, communication, and examples provided by management and company

leaders. Collaborate with local communities to develop environmental conservation initiatives, such as beach cleaning programs, coral reef planting, or environmental education for local communities as well as conducting ongoing performance evaluations that include environmental performance assessments, as well as providing recognition and incentives to employees who contribute to business sustainability.

For Future Research, conduct research to concretely measure the impact of GHRM implementation on the sustainability of diving tourism businesses, both from an economic, social and environmental perspective. Development of Sustainable Performance Measurement Methods, developing new methods or improving sustainable performance measurement methods that can be used specifically in the context of diving tourism businesses that implement GHRM. This includes environmental, social and economic performance measurements that are appropriate to the characteristics and challenges of the dive tourism sector. Develop conceptual framework, build a more comprehensive conceptual framework to understand the relationship between GHRM, sustainability of diving tourism businesses, and their impact on different stakeholders such as employees, customers, business owners and local communities. Also examine how staff members view GHRM initiatives and how they behave in relation to them. Find out how informed, involved, and committed they are to environmental sustainability. Additionally Examine how corporate culture and leadership styles contribute to the advancement of GHRM practices and the creation of a green workplace.

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