

Human Resource Management Strategy at Golden Flower Hotel in Supporting Sustainable Tourism in Bandung

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KEYWORDS	ABSTRACT
human resource management; ; hotel; sustainable tourism	Human resource management (HR) has an important role in supporting sustainable tourism, especially in the hotel sector that relies heavily on service quality. This research aims to analyze Golden Flower Hotel's HR management strategy to support sustainable tourism in the city of Bandung. A qualitative approach was used with a case study method, involving in-depth interviews with hotel managers and operational staff and direct observation of the HR management practices implemented. The results show that Golden Flower Hotel implements several main strategies to support sustainable tourism, including continuous training related to environmentally friendly services, establishing a work culture that emphasizes social responsibility, and developing staff skills to innovate in service. Eco-friendly training that focuses on efficient use of resources, such as water and energy, and waste management have increased staff's awareness of sustainable practices. Moreover, Golden Flower Hotel also involves employees in corporate social responsibility activities that focus on empowering local communities and preserving the environment. These findings suggest that an effective HR management strategy that integrates sustainability principles not only improves service quality but also contributes to a more responsible tourism in Bandung. The implementation of a sustainable HR strategy can become a model for other hotels in supporting environmentally friendly tourism growth.

INTRODUCTION

Human resource (HR) management is a crucial element in the hotel industry that relies heavily on direct interaction between staff and guests to create optimum service quality. In the tourism sector, especially hotels, the role of HR is increasingly significant in supporting operational and environmental sustainability. According to Baum (2019), an effective HR management can increase employee engagement and optimize hotel operations in a more efficient and sustainable way (Baum, 2019). In the context of sustainable tourism, sustainability-oriented HR management not only prioritizes employee productivity but also promotes environmentally friendly work practices.

Bandung, as one of the main tourism cities in Indonesia, has experienced an increase in the number of tourists in recent years. This causes the need to adopt a sustainable approach in hotel management to maintain the appeal of destinations and to mitigate negative impacts on the environment. Hotels in Bandung are starting to show higher awareness of the importance of sustainability strategies, both in terms of operations and human resource management. Among these hotels, Golden Flower Hotel stands out as an example of an institution that seeks to integrate sustainability principles in their HR management strategy. By directing environmentally and socially friendly HR policies, this hotel shows its efforts to support the vision of sustainable tourism in Bandung.

This research focuses on analyzing HR management strategies at Golden Flower Hotel in the context of sustainable tourism. The approach used involves a qualitative case study, with the aim of delving into how this hotel formulates and implements HR strategies that not only aim to increase employee satisfaction, but also contribute to environmental sustainability. This research is expected to increase understanding of the importance of sustainability-oriented HR management in the hotel sector and provide guidance for other hotels in Indonesia that wish to adapt to sustainability principles.

This research aims to evaluate HR management strategies implemented at Golden Flower Hotel to support sustainable tourism. It is hoped that the results of this research can contribute to the literature on human resource management in hotels, especially regarding the integration of sustainability practices. On the practical side, it is hoped that the findings of this research can become a model that can be applied by other hotels in Indonesia to support a more responsible and sustainable tourism.

Human Resource Management in the Hotel Industry

Human resource (HR) management in the hospitality sector has a strategic role in improving service quality and ensuring operational sustainability. HR in the hotel industry is directly related to the interactions that occur between staff and guests, which influence guests' satisfaction and the hotel's overall reputation. Baum and Hai (2019) explain that the hospitality sector faces challenges in managing human resources related to high turnover rates, the need for continuous training, and the development of a work culture that is responsive to environmental changes.

On the other hand, the role of HR in supporting sustainability in the hospitality sector is increasingly recognized as important. According to Ali et al. (2020), integrating sustainability principles into HR management not only improves service quality, but also contributes in building the company's reputation as a responsible organization. Hotels that successfully implement HR strategies that support sustainability generally have higher levels of customer and employee satisfaction, as well as lower operational costs.

Sustainability in the Tourism and Hospitality Industry

The concept of sustainability in tourism not only includes environmental aspects, but also social and economic aspects. It aims to minimize the negative impact of tourism on the environment while maximizing its benefits for local communities. According to research conducted by Gursoy and Chi (2020), the implementation of sustainable practices in the hotel industry, such as energy efficiency, water management, and waste reduction, contributes to increasing customer satisfaction and extending the life of hotel infrastructure.

The application of sustainability in HR management has also received greater attention in recent years. De Grosbois (2016) shows that sustainability in the hotel sector is often implemented through ongoing training for employees, waste management, and participation in social activities involving local communities. In many countries, including Indonesia, hotels are starting to adopt sustainability standards which lead to the creation of shared value between the hotel and the surrounding community.

HR Management Strategy that Supports Sustainability

Case studies on the implementation of HR management strategies that support sustainability are increasingly being carried out, especially in the hospitality sector. Rivera and de Leon (2020) state that effective HR management strategies include sustainable environmental training, empowering staff in making decisions related to sustainability, and establishing a company culture that is proactive towards social and environmental issues.

Based on research published by Turner and Maier (2019), HR management strategies that prioritize sustainability are very helpful in instilling a culture of sustainability among staff and increasing their environmental awareness. Turner highlights that ongoing training provided to hotel employees has been proven to increase their understanding of the importance of energy management, efficient water use, and responsible waste management.

Implementation of Corporate Social Responsibility (CSR) in HR Management

Implementation of Corporate Social Responsibility (CSR) in the hospitality sector has become an important focus in several studies, especially regarding the broader impact of social sustainability. Lee and Park (2019) reveal that hotels that have strong CSR policies tend to be able to attract and retain employees who care about sustainability. This research emphasizes the importance of employee involvement in CSR initiatives, which not only increases their motivation but also fosters a sense of pride in working for a socially and environmentally responsible organization. Employee involvement in CSR programs can be an integral part of HR strategies that support sustainability, because these programs facilitate the development of a corporate culture that is aligned with sustainability values.

Benefits and Challenges of Sustainable Human Resource Management in Hospitality

Although the benefits of sustainable HR management in the hospitality sector are clear, its implementation often faces certain challenges. High turnover rates, resistance to change, and budget constraints often become obstacles in implementing sustainability strategies. According to Kim et al. (2019), this challenge can be overcome by integrating HR strategies with the company's long-term goals and educating employees about the benefits of sustainability.

In addition, a sustainable HR management offers a number of benefits for companies, including increased employee loyalty, reduced operational costs through resource efficiency, and improved reputation in the eyes of customers. The success in this implementation, as demonstrated by the case of the Golden Flower Hotel, reflects that hotels that are able to integrate sustainability in their HR strategy have a higher competitiveness in an increasingly competitive market.

METHOD

This research used a qualitative approach with a case study method to analyze HR management strategies at Golden Flower Hotel in supporting sustainable tourism. Case study was chosen to explore sustainability-oriented HR practices and strategies deeply.

Research Subjects and Locations

The research was conducted at Golden Flower Hotel, with HR managers and operational staff involved in the hotel's sustainability strategy as the main participants. This hotel was chosen because of its commitment to implementing HR practices that support sustainability.

Technique of Data Collection

The data were collected through three methods:

1. In-depth interviews

Semi-structured interviews were conducted with HR managers and staff to gain views on sustainable training, social responsibility, and environmentally friendly practices.

2. Direct observation

The researchers directly observed daily sustainability practices in hotels, such as energy savings and waste management.

3. Document analysis

Internal documents, such as HR policies and sustainability programs, were analyzed to complement interview and observation data.

Technique of Data Analysis

The data were analyzed using a thematic analysis approach, with steps of grouping and coding data into major themes, such as “sustainable training” and “social responsibility.” Each theme was interpreted based on the sustainability concepts that have been identified.

Validity and Reliability

The validity of the research was enhanced through data triangulation from interviews, observations, and document analysis to ensure consistency. Feedback from the hotel was also obtained to verify data interpretation.

Research Ethics

This research was conducted with the approval of Golden Flower Hotel and the confidentiality of the respondents was maintained. All participants were informed about the purpose of the research and their rights.

RESULTS AND DISCUSSION

HR Management Strategy to Support Sustainable Tourism at the Golden Flower Hotel

1. Continuous training for employees

The results of interviews and observations show that Golden Flower Hotel carries out training that focuses on environmentally friendly practices regularly. This training covers energy and water resource management, waste management, and efforts to reduce single-use plastic in hotel operations. Based on interviews with HR managers, this training aims to increase employee awareness of the importance of sustainability in daily operations.

This finding is in line with the result of the research by Baum and Hai (2019). The research emphasizes that continuous and sustainability-focused training can increase employee engagement and create environmental awareness in the workplace. At Golden Flower Hotel, this training not only influences employees' behavior in managing resources, but also contributes to the operational efficiency of the hotel.

2. Corporate Social Responsibility (CSR) culture

Besides training, Golden Flower Hotel also implements a CSR program that involves employees in social activities with the local community, such as planting trees, cleaning the environment around the hotel, and environmental education programs for the surrounding community. Employees interviewed stated that their involvement in CSR programs gave them a sense of pride and higher job satisfaction because they felt they contributed to the environment and society.

According to Lee and Park (2019), employees' involvement in CSR activities that focus on environmental preservation can increase their loyalty and commitment to the organization. This involvement not only benefits the environment but also strengthens the hotel's reputation as an institution that cares about the environment and surrounding communities.

3. Innovation in continuous services

The results of observation show that Golden Flower Hotel has implemented a number of innovations to support environmentally friendly services. Some examples include replacing plastic bottles with refillable glass bottles, reducing electrical energy use through automating lights in rooms and public areas, and using environmentally friendly cleaning products. Operational staff are also given the freedom to propose service innovations that support sustainability.

This finding is in line with that of Rivera and de Leon (2020), who stated that empowering employees in managing environmentally friendly innovation allows organizations to develop a proactive corporate culture in addressing environmental problems. At Golden Flower Hotel, this empowerment has been proven to encourage employees to be more creative in finding new ways to support sustainability, which can also increase job satisfaction and commitment to the hotel.

Impact of HR Management Strategy on Sustainable Tourism in Bandung

The implementation of HR management strategies at Golden Flower Hotel has proven to support sustainable tourism efforts in Bandung. Based on the interviews, managers stated that continuous training and environmentally friendly initiatives have increased employee awareness of the impact of hotel operations on the environment. Staff who are more environmentally conscious are more likely to reduce waste and adhere to established sustainability standards, which in turn reduces the environmental impact of hotel operations.

This result is supported by the study of Gursoy and Chi (2020), which shows that sustainability practices in hotels not only have a positive impact on the environment but can also improve the guest experience. Positive guest experiences increase their likelihood of returning and recommending the hotel to others, supporting sustainable tourism growth in the destination.

Comparison with Other Case Studies and Implications for Hospitality Practice

The findings at Golden Flower Hotel show similarities with practices at other hotels that have adopted sustainable HR strategies. For example, the research conducted by Turner and Maier (2019) on hotels in Europe shows that continuous training and involvement in CSR can reduce employee turnover rate and increase job satisfaction. At Golden Flower Hotel, training and CSR programs contribute to better retention rates, with employees feeling more connected to the hotel's social and environmental mission.

However, challenges faced in implementing sustainable HR strategies at Golden Flower Hotel include initial resistance from some employees to changes to work procedures that were more environmentally friendly. To overcome this, HR management continues to provide training and support. It also involves employees in the decision-making process regarding sustainability initiatives, which in turn increases acceptance and participation.

The HR management strategy implemented by Golden Flower Hotel can become a model for other hotels in Bandung and in Indonesia generally to support sustainable tourism. Through strategic HR management, hotels can create a positive impact on the environment and society and increase employee satisfaction and loyalty.

CONCLUSION

Golden Flower Hotel has successfully implemented human resource (HR) management strategies that support sustainable tourism through continuous training, social responsibility (CSR) programs, and empower environmentally friendly service innovation. These strategies have proven to be effective in increasing employee awareness and engagement towards sustainability practices, reducing waste of resources, and strengthening the hotel's reputation as a socially and environmentally responsible institution. The results of this research show that sustainability-oriented HR management can support the employees' job satisfaction and increase guests' loyalty and the hotel's reputation.

These findings provide practical implications for other hotels in Indonesia to implement similar strategies to support sustainable tourism. The adoption of sustainable HR strategies, such as those implemented at Golden Flower Hotel, can contribute to more responsible and sustainable tourism development in Indonesian tourist destinations. Further research across different hotels could expand insight into the effectiveness of this approach in the hospitality sector.

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