

Implementation of green human resources management through pro-environmental behavior in Alpina Hotel & Spa Chamonix France

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Abstract

Purpose: This article is to explore the implementation of green human resources management in Alpina Hotel & Spa Chamonix, France as well as to know the benefits of implementing green human resources management in Alpina Hotel & Spa Chamonix, France.

Research methods: This study was done in a descriptive qualitative method by explaining eco-friendly activities that have been implemented and the benefits of implementing green human resources management in which the data collection was carried out through techniques and field research in the form of observation, interview, documentation, and literature review.

Results and discussion: The result of this study indicates that the benefits of implementing green human resources management (HRM) through pro-environmental behavior in Alpina Hotel & Spa Chamonix, France is not only profit-oriented to the hotel but also creates social orientation to the people and environment.

Conclusion: The implementation of green human resources management in Alpina Hotel & Spa Chamonix, France has been well and optimally implemented.

Keywords: green HRM, and pro-environmental behavior, hotel

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Introduction

Global warming is one of the biggest problems that occur throughout the world. Global warming is the unusually rapid increase in the earth's average surface temperature over the past century primarily due to the greenhouse gases released by people burning fossil fuels (NASA, 2017). Global warming occurs when carbon dioxide (CO₂) and other air pollutants and greenhouse gases collect in the atmosphere and absorb sunlight and solar radiation that have bounced off the earth's surface (MacMillan, 2016). This problem is caused by human activities

that are not environmentally friendly, ranging from very simple activities to large impacts. By the existence of these environmental problems, tourism stakeholders have an important role in maintaining environmental and social sustainability even though economically, profit is the main orientation of a business (Wirananta & Sarja, 2020). The company should think about satisfaction with the community and not only benefit in the future (Wijaya & Sutarna, 2020). Hence, a company in carrying out its activities must base its decisions not only on mere financial factors such as profits or dividends, but must also be based on social consequences in the environment for the present and long-term (Surya, et al., 2020). In the case of service industries such as hotels, their green efforts include reducing waste, saving energy and water in their operations, and educating customers as well as employees.

The implementation of green human resources management in the tourism industry is still rarely done, even though the tourism industry has a big impact not only on the economic sector but also on human resources and the environment. Hence, this is the basic need to implement green human resources management, especially in the tourism industry. Moreover, green human resources management utilizes human resources in the process of applying innovation to achieve environmental performance, waste reduction, social responsibility, and competitive advantage (Renwick, et al., 2013). Human resources are a central factor in a company (Atmaja & Heriyanto, 2014), therefore have an important role in the success of the implementation of green human resources management.

Human resources are the science and art of managing relationships and the role of the workforce to be effective and efficient in helping the realization of the company, employee, and community goals (Hasibuan, 2010). Human resources are also an important and valuable asset of a corporation that is dealt with by the human resource function of management (Rashid & Alam, 2020). Human resources in the organization that aims to implement green human resources management should be aware of the importance of environmental behavior. Green human resources management is described by others as using human resources management policies, procedures, practices, and philosophies so that business resources may be promoted in a sustainable way (Deshwal, 2015). As a result, by being aware of the importance of environmental behavior to reduce negative impact on the environment, the employees are expected to have pro-environmental behavior.

Pro-environmental behavior is various forms of human action aimed to minimize negative impacts on the environment and to contribute to the sustainability of the environment. Clearly, pro-environmental behavior will be the basic requirement of green human resources requirements that can be used as guidance in order to make the implementation successful. There are four green human resources requirements of the implementation of green human resources management: (1) Green Competencies; (2) Green Attitude; (3) Green Behavior; (4) Green Results (Opatha & Arulrajah, 2014).

Alpina Hotel & Spa Chamonix, France is a 4-star hotel located in Chamonix, France. This hotel has taken on the role of eco-warrior-in-residence. The uncontrollable threats to the environment like air pollution, global warming and ozone layer depletion have been happening lately. Being a conscious hotel industry, Alpina Hotel & Spa Chamonix, France aim to contribute to the sustainability of the environment. On the other hand, the excess of power consumption in the hotel itself is the main reason this hotel implement green human resources management (GHRM). The hotel has implemented a sustainable concept and is trying to raise awareness for employees and guests to be environmentally responsible through an environmental behavior approach. Pro-environmental behavior is carried out to encourage guests and especially employees to behave in an environmentally friendly manner.

Based on the background described above, there are two purposes of this research (1) To know the implementation of green human resources management in human resources practices in Alpina Hotel & Spa Chamonix, France and (2) To know the benefits of implementing green human resources management for Alpina Hotel & Spa Chamonix, France.

Research methods

This research was conducted in Alpina Hotel & Spa Chamonix, France. This is a 4-star hotel managed by SOFIVAL Group ideally located in the heart of Chamonix, at 79 Avenue du Mont Blanc, 74400 Chamonix-Mont-Blanc to be exact. Alpina Hotel & Spa Chamonix, France was chosen as the research location because this hotel is one of the hotels that has implemented green human resources management. This research is a qualitative with four categories of green human resources requirements that have been implemented in Alpina Hotel & Spa Chamonix, France by Opatha & Arulrajah (2014) as follows: (1) Green Competencies; (2) Green Attitude; (3) Green Behavior; (4) Green Results. The data was collected through interviews. Key respondents that have been determined were General Manager, Assistant of General Manager/ Human Resources Manager, Head of Housekeeper, Hotel Manager, Head of Front Office, Restaurant Manager, and Technical Manager.

Results and discussion

The management function of green human resources management in Alpina Hotel & Spa Chamonix France

Alpina Hotel & Spa Chamonix, France aims to be an environmentally friendly organization. In order to achieve this goal, Alpina Hotel & Spa Chamonix, France has implemented 4 management functions of green human resources management. Those management functions are planning, organizing, implementing, and controlling.

Planning

Managers in Alpina Hotel & Spa Chamonix, France are responsible to make annual planning, then they will discuss a meeting where all managers are working together to accomplish the final result of the annual planning. Planning is targeted at each department to achieve a better service based on eco-friendly activities.

Organizing

Once the annual planning is in place, the managers must put it into action in order to achieve the goal. Firstly, each manager will inform the subordinate employee about annual planning. Then, the subordinate employee is responsible to inform all the employees and make sure that they are well informed. Finally, when all of the employees are informed, they are expected to implement the annual planning.

Implementing

The implementation of employee training that has been carried out in Alpina Hotel & Spa Chamonix, France is by giving special briefings regarding the goal towards green human resources management every twice a month or depending on the annual planning. In the first few briefings, the managers will explain the problem related to environmental issues followed by the actual training to raise awareness of the employee.

Controlling

Based on the annual planning, the critical point will be the point of control. When the implementation of the activities does not match with the critical point on the annual planning, the managers will identify the problems that may occur. Furthermore, each manager must find the solutions at each department to fix the problems then put it again on the next annual planning.

The implementation of green human resources management in Alpina Hotel & Spa Chamonix France

The implementation of green human resources management in Alpina Hotel & Spa Chamonix, France related to four categories of green human resources requirements are green competencies, green attitude, green behavior, and green results.

Green Competencies

All employees must have the knowledge and awareness about environmental concern despite the fact that not all employees have this knowledge. Without knowledge and awareness, it is impossible for the employee to be environmentally friendly. From the annual planning, it has been planned that employees will be educated through training. Education is expected to give an understanding for the employees in regards to environmental concerns which will build positive behavior towards the surrounding environment, especially in the working areas.

Green Attitude

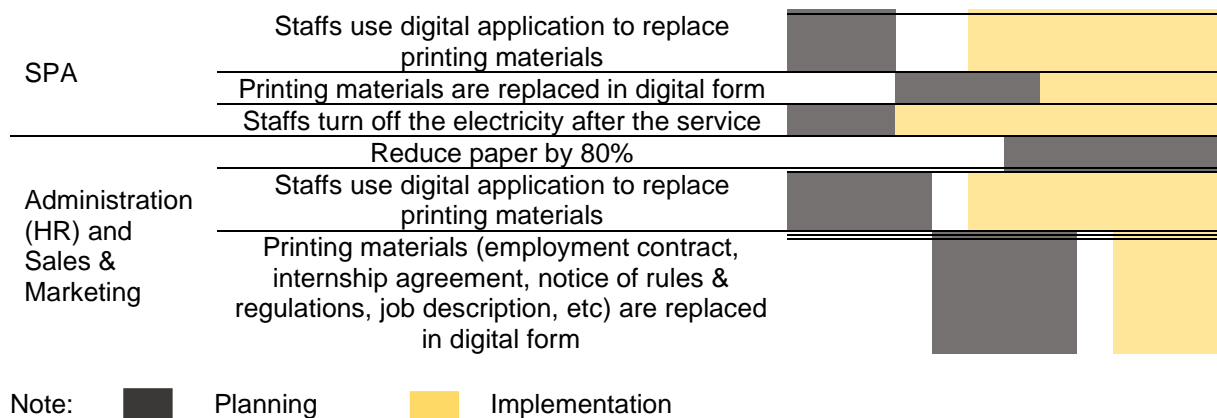
The employees showed an interest in environmental concern after having some briefings. This is shown from the positive attitude towards the briefings. After the first few briefings, the employees were started to ask questions regarding eco-friendly activities and started to discuss environmental issues more. Then, they started to believe that environmental issues can be reduced through small activities done in the workplace. Thus, they have positive feelings about doing eco-friendly activities and intend to behave positively.

Green Behavior

As a result of having a positive attitude towards the environment, the employees become more aware and concern with regard to environmental issues. Thus, they are consciously having pro-environmental behavior. Eventually, the employees are starting to follow the activity guidelines regarding green human resources management as a result of having pro-environmental behavior. The following table shows the comparison between the annual planning and the implementation of eco-friendly activities from January until December 2019.

Table 1. The Implementation of the Eco-Friendly Activities in 2019

Department	Description	J A N	F E B	M A R	A P R	M A Y	J U N	J U L	A U G	S E P	O C T	N O V	D E C
Front Office Department	1. Reduce paper by 60%												
	2. Reduce paper by 80%												
	Staffs use digital application to replace printing materials												
	Printing materials are replaced in digital form												
	Staffs collect used papers and reuse it if possible before being recycled												
Food & Beverage Service	Staffs turn off computer, lights, heater, and dishwasher after the service												
	Printing materials are replaced in digital form												
	Staffs collect Nespresso coffee capsules to be recycled by Nespresso												
	Staffs separate papers, cartons, and bottles to be recycled												
	Replace fabric table runners with PVC table runners												
Housekeeping	Staffs change the towels that are only on the floor												
	Staffs collect used soap to be recycled by Unisoap												



(Source: Alpina Hotel & Spa Chamonix France, 2020)

Table 1 shows that the implementation of eco-friendly activities in 2019 has been successfully implemented. This is shown by the goals that have been achieved on the annual planning. Even though it has been successfully implemented, there are still some activities that are not perfectly implemented as planned. This is shown by the implementation that is not in time, and it is caused by the lack of the materials used as a replacement as well as some employees that are still unfamiliar with the new system used, hence it still needs to be improved.

Green Results

The result of the implementation of green human resources management in Alpina Hotel & Spa Chamonix, France is the outcomes that are environmentally friendly. Green results are the ecological results that the employees have produced. Here are the outcomes of implementing green human resources management

Paperless Office

Become a paperless organization, Alpina Hotel & Spa Chamonix, France is indirectly taking part in the sustainability of the environment such as conserve the natural resources and reduce water consumption. It is proved by less demand for paper at all departments for the operational.

Reduction of Energy Consumption

Energy consumption is reduced by implementing eco-friendly initiatives in all area of the hotel. One of them is by using alarm and timer for the lights in each part of the corridor, toilet, and office. It is very efficient to reduce electricity waste because the lights will be automatically activated when it detects someone and will be automatically deactivated when nobody is there. Alpina Hotel & Spa Chamonix, France also uses card holders in each room to activate or deactivate the electricity in the room.

Reduction of Waste

There are some implementations that have been applied to reduce the waste such as separating waste based on the types, encourage staff to take the leftovers from the buffet that are still consumable, and use the dinner menu based on the stock. By implementing this, it is certain that the waste will be reduced. It is proved by minimum waste produced per day.

Reduction of Carbon Footprint of Transportation

Some of the initiatives that have been implemented in Alpina Hotel & Spa Chamonix, France are by using PVC table runners that do not need to be washed, it is limiting transportation to go to the laundry place. Employees are encouraged to stay in the staff apartment so they do not need to take transportation to go to the hotel and back.

Carbon footprint of transportation is reduced by limiting the transport. It is proved by the limitation of logistics delivery to Hotel for only twice a month based on the Purchase Order issued by Sales & Marketing Department, pooling laundry at laundry station so the number of laundries is efficient for transport from hotel to appointed laundry service, then back and forth.

The benefits of implementing green human resources management in Alpina Hotel & Spa Chamonix France

The results of implementing green human resources management in Alpina Hotel & Spa Chamonix, France are the outcomes that give benefits to the hotel. Here are the further explanation of the benefits that Alpina Hotel & Spa Chamonix, France obtain cost reduced, increased profits, and reduce environmental impact.

Cost Reduced

Based on the interview with the general manager and the technical manager, the energy and operational cost are decreasing every year since Alpina Hotel & Spa Chamonix, France implementing green human resources management. It is caused by pro-environmental behavior that the employees have as well as the eco-friendly initiatives.

By implementing those actions, there is less cost needed. This is proved by the reduction of purchase order and the reduction of energy consumption per year. Since implementing eco-friendly initiatives, single use items have been limited and replaced into reusable items. This is effective to limit the purchase order because reusable items are last for at least a year. Other than that, the energy consumption is also decreasing which impact the cost. The energy cost of electricity and water are decreasing from year to year since Alpina Hotel & Spa Chamonix, France implemented green human resources management as well as eco-friendly initiatives. The following figure shows the reduction of energy cost from 2016 to 2019.

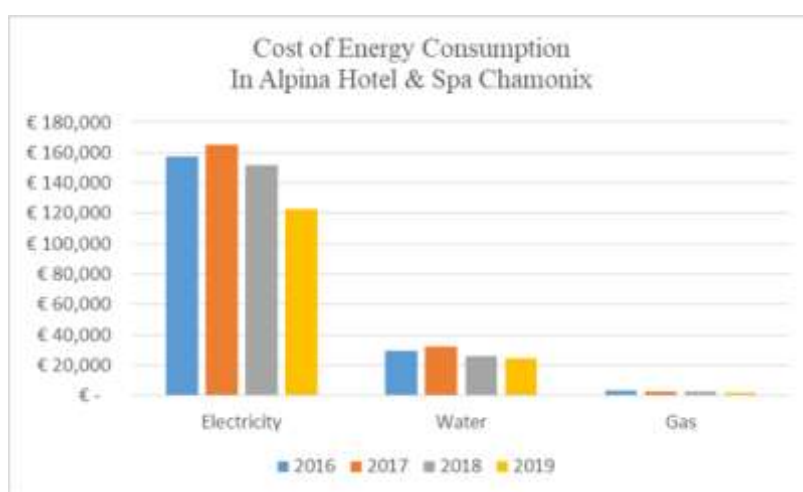


Figure 1. Data of energy cost from 2016 to 2019
(Source: Alpina Hotel & Spa Chamonix France, processed data, 2020)

Figure 1 shows the cost of energy consumption in Alpina Hotel & Spa Chamonix, France from 2016 to 2019. It can be seen that the energy consumption was decreasing each year because of the implementation of green human resources management. The energy consumption was increasing in 2017 because the hotel was under renovation which cause more energy needed.

Increased Profits

Alpina Hotel & Spa Chamonix, France make a unique and different brand by implementing green human resources management as well as implementing eco-friendly initiatives. From this implementation, Alpina Hotel & Spa Chamonix, France is known as a conscious hotel which means this hotel has a great concern of environment. As we know that

the number of people who are very concern to the environment is always increasing from time to time. They tend to choose wisely where they want to stay because they want to have a good vacation and bring positive impact to the environment at the same time. According to the interview result with the General Manager of Alpina Hotel & Spa Chamonix, France, by implementing green human resources management as well as eco-friendly initiatives, more guests stay in the hotel and it is certainly increase the sales. The following figure shows the increased room occupancy rate from 2016 to 2019 in Alpina Hotel & Spa Chamonix, France.



Figure 2. Room Occupancy Rate from 2016 to 2019
(Source: Alpina Hotel & Spa Chamonix France, processed data, 2020)

Based on Figure 2, it can be seen that the room occupancy rate is increasing since Alpina Hotel & Spa Chamonix, France has implemented green human resources management. The room occupancy rate in 2017 was decreasing because the hotel was under renovation.

Reduce Environmental Impact

Implementation of green human resource management has indirectly impacted the environment. This implementation has brought positive impact which benefits the environment including the conservation of natural resources and energy consumption. By implementing eco-friendly initiatives, there is less demand of necessary products for the operational in the hotel, meaning there is less production from the factory. Less production can bring positive impact to the environment because there will be less energy including electricity and water used. This also can reduce carbon footprint of transportation because there is less purchase order that can increase the air quality and reduce ozone depletion.

Conclusion

There are two main conclusions that can be drawn from the previous research of result and discussion. The first conclusion will be mainly about the implementation of human resources management in Alpina Hotel & Spa Chamonix, France. Implementation of eco-friendly initiatives in Alpina Hotel & Spa Chamonix, France has been successfully implemented since 2016, however, the implementation of green human resources management was not very well implemented, and hence, the management are making new strategies each year in order to make the implementation of green human resources for better and greener results.

By applying new strategies like giving training to employees through education and replacing waste production items, the implementation become more effective. This is shown from the goals that have been achieved on the annual planning such as reduction of paper by 60% in 2019, reduction of paper by 80% from January 2020, staff already use digital application to replace printing materials, staff have the awareness to safe energy by turning

off unnecessary electric machine, tools and lights, waste production is reduced and being recycled.

Whilst the second conclusion is the benefits of implementing green human resources management. The implementation of green human resources in Alpina Hotel & Spa Chamonix, France is designed to achieve some beneficial points. There are some benefits that Alpina Hotel & Spa Chamonix, France obtained by implementing green human resources management as well as eco-friendly initiatives. The benefit is not only profit oriented to the hotel, but also creates social orientation to the people and environment. The benefits are the hotel get its own brand image, cost reduces, increased profits, and reduce environmental impact. In order to be more environmentally friendly, there should be more activities and initiatives implemented in Alpina Hotel & Spa Chamonix, France. The activities that can be added such as using battery powered cars to be used for transportation in the hotel area, where the electric cars could help to reduce carbon gas emission, recycle the used papers, so the recycling used paper can be made souvenirs for guests, used cooking oil to be recycled into biodiesel by co-ordination with the organization who can do re-processing, make a small garden to plant some plants and collect food waste to make compost that can be used as a natural fertilizer for the organic garden.

In long terms, the hotel can re-engineered the construction so that rain water can be stored and use for toilet flush, build filter for water runs from kitchen dish wash basin and shower could be re-run for watering the garden, floor cleaning, or even toilet flush is the plumbing systems are supports.

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