

THE ROLE OF GREEN HOTEL POLICY IN IMPROVING EMPLOYEE GREEN BEHAVIOR: STUDY AT HOTEL ARUSS SEMARANG

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Abstract

The hospitality industry is recognized as one of the sectors that contributes significantly to environmental pressure due to intensive energy consumption, water use, and waste generation. In response to these challenges, many hotels have begun implementing environmental management policies known as Green Hotel Policies. These policies aim to support sustainable operational practices while encouraging environmentally responsible behavior among employees. This study aims to analyze the implementation of Green Hotel Policy and examine Employee Green Behavior at Hotel Aruss Semarang, Indonesia. A mixed-methods approach combining descriptive quantitative and qualitative analysis was applied. Quantitative data were collected through questionnaires distributed to 58 hotel employees, while qualitative data were obtained through in-depth interviews with hotel management, engineering staff, hotel guests, and community representatives. Descriptive statistical analysis was used to examine respondents' perceptions regarding environmental policy implementation and employee green behavior. The results show that the implementation of Green Hotel Policy at Hotel Aruss Semarang is categorized as good across environmental, social, economic, and technological aspects. Employees demonstrate positive green behavior particularly in energy conservation, waste management, and participation in environmental initiatives. Qualitative findings indicate that managerial commitment, environmental communication, and employee participation play important roles in strengthening environmentally responsible practices in hotel operations. Government regulations promoting sustainable tourism also reinforce the importance of environmental policy implementation within the hospitality sector. The study highlights that environmental policy integration within hotel management is essential for supporting sustainable tourism development and improving environmental responsibility in the hospitality industry.

Keywords: *Green Hotel Policy, Employee Green Behavior, Sustainable Tourism, Environmental Management, Hospitality Industry*

INTRODUCTION

Environmental sustainability has become one of the most critical global challenges in recent decades. Rapid economic development, urbanization, and increased consumption patterns have significantly contributed to environmental degradation worldwide (Tirado et al., 2020). Various industries are now facing increasing pressure to adopt environmentally responsible practices in order to reduce environmental impacts and support sustainable development (Bekun et al., 2022). The tourism and hospitality sector is closely associated with environmental challenges (Lin et al., 2023). Hotel operations require significant amounts of energy, water, and natural resources to support daily services such as air conditioning, laundry activities, lighting systems, and food preparation (Alkotchriyah, 2024). Without effective management, hotel operations may generate substantial environmental impacts including waste production and greenhouse gas emissions (Muda, 2025). The concept of Green Hotel has emerged as a strategic approach to reduce environmental impacts with the hospitality sector (Nisar et al., 2021). Green hotels implement environmentally responsible practices such as energy efficiency, water conservation, waste reduction, and sustainable operational policies (Abdou et al., 2020). These practices aim to minimize environmental damage while maintaining service quality and operational efficiency (Jaya & Rahmanita, 2025). In Indonesia, the government has increasingly emphasized sustainable tourism development through several regulatory frameworks. Presidential Regulations No. 97 of 2017 concerning the National Policy and Strategy for Waste Management

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highlights the importance of sustainable waste management across multiple sectors including tourism and hospitality. Furthermore, the Ministry of Tourism and Creative Economy promotes environmentally responsible tourism through initiatives such as the ASEAN Green Hotel Standard. Despite these initiatives, the effectiveness of environmental policies within hotel organizations largely depends on employee participation and environmental awareness (Palupiningtyas et al., 2024). Employees play a crucial role in supporting sustainability initiatives because they are directly involved in operational activities that influence environmental performance (Valor et al., 2025). Employee Green Behavior refers to environmentally responsible actions carried out by employees in the workplace (Yuniati, 2021). These behaviors include conserving energy, reducing waste, participating in environmental programs, and supporting sustainability initiatives within organizations (Katz et al., 2022). Employee behavior therefore an essential component of successful environmental management in the hospitality sector (Sheikh et al., 2024).

Previous studies have shown that environmental management practices can influence employee environmental behavior (Pakpahan et al., 2022). Environmental management system is implemented in hotels significantly improve employee ecological awareness (Chan et al., 2017). Similarly, Karmoker et al., (2021) reported that organizational environmental commitment encourages employees to adopt environmentally responsible practices. However, empirical studies examining environmental policy implementation in hotels in emerging tourism cities in Indonesia remain limited. Semarang City has experienced rapid tourism development, accompanied by an increasing number of hotels. Consequently, environmental management in the hospitality sector has become increasingly important. Hotel Aruss Semarang represents one of the hotels that has begun implementing environmental initiatives such as waste segregation systems, energy-saving practices, and water conservation programs. Understanding how these policies influence employee behavior is therefore essential for strengthening sustainable hotel management. This study aims to analyze the implementation of Green Hotel Policy and examine Employee Green Behavior at Hotel Aruss Semarang using descriptive mixed-methods approach.

RESEARCH METHODS

This study applied a mixed-methods approach combining descriptive quantitative and qualitative methods in order to obtain comprehensive research findings. The research was conducted at Hotel Aruss Semarang located in Candisari District, Semarang City, Central Java Province, Indonesia (Figure 1).

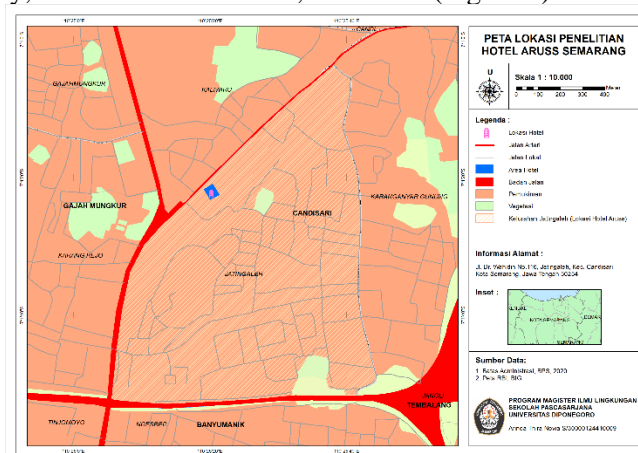


Figure 1. Research Location Map of Hotel Aruss Semarang

Quantitative data were collected using structured questionnaires distributed to hotel employees. The questionnaires measured respondents' perceptions regarding Green Hotel Policy implementation and Employee Green Behavior using a five-point Likert scale. The population of this study consisted of 140 hotel employees using the Slovin formula with a margin of error 10% and the sample size obtained was 58 respondents. Qualitative data were obtained through in-depth interviews with key informants including the Human Resource Manager, Engineering Staff, hotel guests, and representatives from the surrounding community. These interviews aimed to provide deeper insights regarding environmental practices implemented in hotel operations. Quantitative data were analyzed using descriptive statistical analysis to determine the average using thematic analysis to identify key themes related to environmental policy implementation and employee participation in sustainability practices.

RESULTS AND DISCUSSION

Implementation of Green Hotel Policy

The descriptive analysis results indicate that the implementation of Green Hotel Policy at Hotel Aruss Semarang can generally be categorized as good across several sustainability aspects. Table 1 presents the average perception scores of respondents regarding the implementation of Green Hotel Policy.

Table 1. Respondents' Perception Scores on Green Hotel Policy Implementation

| Aspect | Mean | Category | Interpretation |
|---------------|------|-----------|---|
| Environmental | 3.91 | Good | Energy and waste management implemented |
| Social | 4.82 | Very Good | Employees participate in environmental programs |
| Economic | 4.43 | Very Good | Environmental practices support efficiency |
| Technological | 4.43 | Very Good | Energy-efficient technologies applied |

The descriptive analysis of Green Hotel Policy implementation at Hotel Aruss Semarang indicates that policy is generally perceived positively by employees across all aspects. The social aspect records the highest mean score (4.82) categorized as very good, indicating that employees actively support and participate in environmental programs implemented by the hotel. The economic and technological aspects also show high mean scored (4.43) suggesting that environmental practices contribute to operational efficiency and the use of energy-efficient technologies. Meanwhile, the environmental aspect records a mean score of 3.91 categorized as good, indicating that energy and waste management have been implemented.



Figure 2. Waste Segregation Facility at Hotel Aruss Semarang

The availability of waste segregation facilities supports environmental management practices within the hotel. These facilities encourage employees to participate actively in waste sorting activities and improve environmental awareness within the workplace.

Employee Green Behavior

Employee Green Behavior was analyzed through several indicators including in-role green behavior, extra-role green behavior, environmental participation in hotel operations, and green initiative behavior.

Table 2. Respondents' Perception Scores on Employee Green Behavior

| Aspect | Mean | Category | Interpretation |
|---|------|-----------|---|
| In-role Green Behavior | 3.92 | Good | Employees perform environmentally responsible tasks as part of their job duties |
| Extra-role Green Behavior | 4.81 | Very Good | Employees voluntarily engage in environmental activities |
| Environmental Participation in Hotel Operations | 4.47 | Very Good | Employees participate in environmental programs |
| Green Initiative Behavior | 3.89 | Good | Employees propose or initiate environmental improvements |

The descriptive analysis indicates that employees at Hotel Aruss Semarang demonstrate positive environmental behavior across several indicators. Extra-role green behavior shows the highest mean score (4,81) indicating that employees are highly willing to engage voluntarily in environmental activities beyond their formal job responsibilities. Environmental participation in hotel operations also records a high mean (4,47) suggesting that employees actively support environmental programs implemented by the hotel. Meanwhile, in-role green behavior (3.92) and green initiative behavior (3.89) are categorized as good, indicating that employees generally perform environmentally responsible tasks in their daily work.



Figure 3. Employee Participation in Environmental Practices

The activities shown in Figure 3 demonstrate employee's participation in environmental management practices within hotel operations. These activities include cleaning drainage pipelines in the parking area, maintaining the chamber, of the Sewage Treatment Plant (STP), removing grease and applying Biored to support wastewater treatment, and conducting routing generator warming-up to maintain energy system reliability. These practices indicate environmental management has been integrated into daily operational activities at the hotel.

Supporting Environmental Facilities

Environmental facilities implemented within the hotel also contribute to encouraging sustainable practices among employees.



Figure 4. Environmental Facilities Supporting Green Hotel Practices

Environmental facilities in the hotel support energy conservation practices. These include signage encouraging energy-saving use of air conditioning in the prayer room area, reminders not to use elevator for short distances, operational measures such as turning off several parking area lights, shutting down one of guest elevator, and turning off air conditioning in certain public areas. These facilities help promote environmental awareness and energy efficiency in hotel operations.

CONCLUSION

This study examined the implementation of Green Hotel Policy and Employee Green Behavior at Hotel Aruss Semarang using a descriptive mixed-methods approach. These findings indicate that the implementation of Green Hotel Policy is generally perceived positively across environmental, social, economic, and technological aspects. The social aspect shows the highest perception score, indicating strong employee participation in environmental programs implemented by the hotel. In terms of employee behaviors, the results reveal that employees demonstrate positive environmental behavior, particularly in extra-role green behavior and environmental participation in hotel operations. These findings suggest that environmental policies implemented by hotel management play important role in encouraging employees to engage in environmentally responsible practices within their daily work activities. Furthermore, operational environmental practices and supporting facilities implemented in the hotel contribute to strengthening environmental awareness among employees. Overall, the integration of Green Hotel Policy in hotel management practices supports the development of sustainable hotel operations and promotes environmentally responsible behavior within the hospitality sector.

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