



The Effect of Employee Environmental Awareness on Green practices at Four Seasons Resort Bali at Sayan

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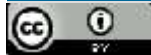
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ABSTRACT

This service aims to increase the environmental awareness of hotel employees as a contribution to the implementation of *green practices* in the hospitality sector. Activities were carried out through socialization, training, and mentoring at Four Seasons Resort Bali at Sayan for three months. The method used was a participatory approach with continuous observation and evaluation. The implementation schedule includes preparation, hands-on training, and post-training monitoring. The results show an increase in employee understanding of environmentally friendly practices, although strengthening is still needed in the real behavioral aspects. This activity has positive implications for the formation of a green work culture in the hotel environment and becomes a model for strengthening environmental awareness in the hospitality industry in a sustainable manner.

INTRODUCTION

Bali, often dubbed as the "Island of a Thousand Temples", is one of the leading tourist destinations in Indonesia. The tourism sector is the main backbone that contributes significantly to regional development and improving the welfare of local communities (Purwahita et al., 2021). The combination of natural charm, rich cultural heritage, and the friendly attitude of local residents makes Bali a favorite destination for foreign tourists (Riani, 2021). According to data from the Central Bureau of Statistics (2024), foreign tourist visits to Bali have shown a significant upward trend over the past three years, namely 4,147,013 visits in 2022, rising to 5,248,113 in 2023, and reaching 6,333,360 in 2024. This surge directly affects the increasing activity in the hospitality sector, which acts as the main provider of accommodation for tourists.

As awareness of the importance of sustainability grows, the concept of *green tourism* is receiving increasing attention in the management of the tourism sector. This approach emphasizes efforts to create a harmonious balance between environmental preservation, protection of local culture, and sustainable economic growth (Prabawa, 2017). One of the hotels that carries this principle is Four Seasons Resort Bali at Sayan, Ubud. This hotel not only offers a luxurious experience, but also applies the concept of *sustainable tourism* which is in line with the goals of the Sustainable Development Goals (SDGs), especially the environmental and social pillars (Juned et al., 2018).

However, the hotel's operational data shows a significant increase in resource consumption. Waste volume increased from 96,740.51 kg in 2020 to 249,123.66 kg in 2024 (Four Seasons Resort Bali at Sayan, 2024). Similarly, electricity consumption rose from 111,200 kWh in 2020 to 168,600 kWh in 2024. Water consumption also shows fluctuations influenced by hotel occupancy rates, with total usage reaching 4,078 m³ during 2024.

The implementation of *green practices* in hotels includes energy efficiency, waste management, water savings, and the use of environmentally friendly materials (Merli et al., 2019; Barakagira & Paapa, 2024). However, there are still challenges in implementation, such as the underutilization of recycled paper and energy wastage. One important factor that influences the effectiveness of such implementation is employees' environmental awareness. Employees who have high environmental awareness will be more concerned about resource management and waste reduction (Muttaqien et al., 2019; Lestari & Febrian, 2024). This attitude can be reflected in actions such as turning off lights that are not in use, sorting waste, and using tumblers to reduce plastic waste (KEO, 2019).

Four Seasons Resort Bali at Sayan has 228 employees who regularly receive training on *green practices* every three months, with materials covering energy efficiency, water management, and the use of environmentally friendly products (Interview with Sustainability Manager, 2024). The hotel has also obtained Tri Hita Karana and CHSE certifications in recognition of its commitment to environmentally friendly practices and sustainability standards.

This research is important to examine how employees' environmental awareness affects the implementation of *green practices* in the hospitality industry. Several previous studies have shown that employee competence and training play an important role in strengthening the implementation of sustainability practices (Puspitasari et al., 2021 ; Satria & Resmawa, 2022) . Meanwhile, other studies highlight that implementing *green practices* can lead to increased operational costs (Yeşiltaş et al., 2022) . Therefore, this study focused on the relationship between employee environmental awareness and *green practice* implementation at Four Seasons Resort Bali at Sayan, in an effort to encourage effective sustainability practices in the hospitality industry.

LITERATURE REVIEW

Green Practice

Green practices are a series of actions and strategies implemented by companies, especially in the hospitality industry, to minimize negative impacts on the environment. These practices include water conservation, energy efficiency, waste reduction, clean air creation, as well as communications that encourage pro-environmental behavior among employees and guests (Teng et al., 2015 ; Merli et al., 2019) . In the context of hotel operations, *green practices* support long-term sustainability and become a competitive advantage amid increasing consumer demands for environmentally friendly accommodation.

Environmental Awareness

Environmental awareness is defined as the state of a person who has knowledge, sensitivity, and concern for environmental issues, and is manifested in responsible behavior towards nature (Muttaqien et al., 2019) . In the hospitality industry, this awareness plays an important role because employees are direct actors in implementing green practice policies. Environmentally conscious employees will be more careful in the use of resources and more compliant with environmentally friendly procedures, such as saving electricity, sorting waste, and avoiding the use of disposable plastics (Lestari & Febrian, 2024 ; Jeong & Jang, 2010) .

Previous research shows that a high level of environmental awareness in employees is positively correlated with increasing the effectiveness of *green practice* implementation (Kuntiari, 2023 ; Dewi et al., 2022) .

Research Hypothesis

Based on the theoretical studies previously described and the findings of relevant previous research, the researcher feels the need to formulate a hypothesis as a basis for testing the relationship between the variables studied. In other words, the preparation of this hypothesis is an important step in directing the focus of research and providing an initial description of the alleged relationship that will be proven empirically in this study:

H₀: Employee environmental awareness does not have a positive and significant influence on the implementation of *green practices* at Four Seasons Resort Bali at Sayan.

H_a: Employee environmental awareness has a positive and significant effect on the implementation of *green practices* at Four Seasons Resort Bali at Sayan.

To clarify the relationship between the independent and dependent variables in this study, the following framework is presented:

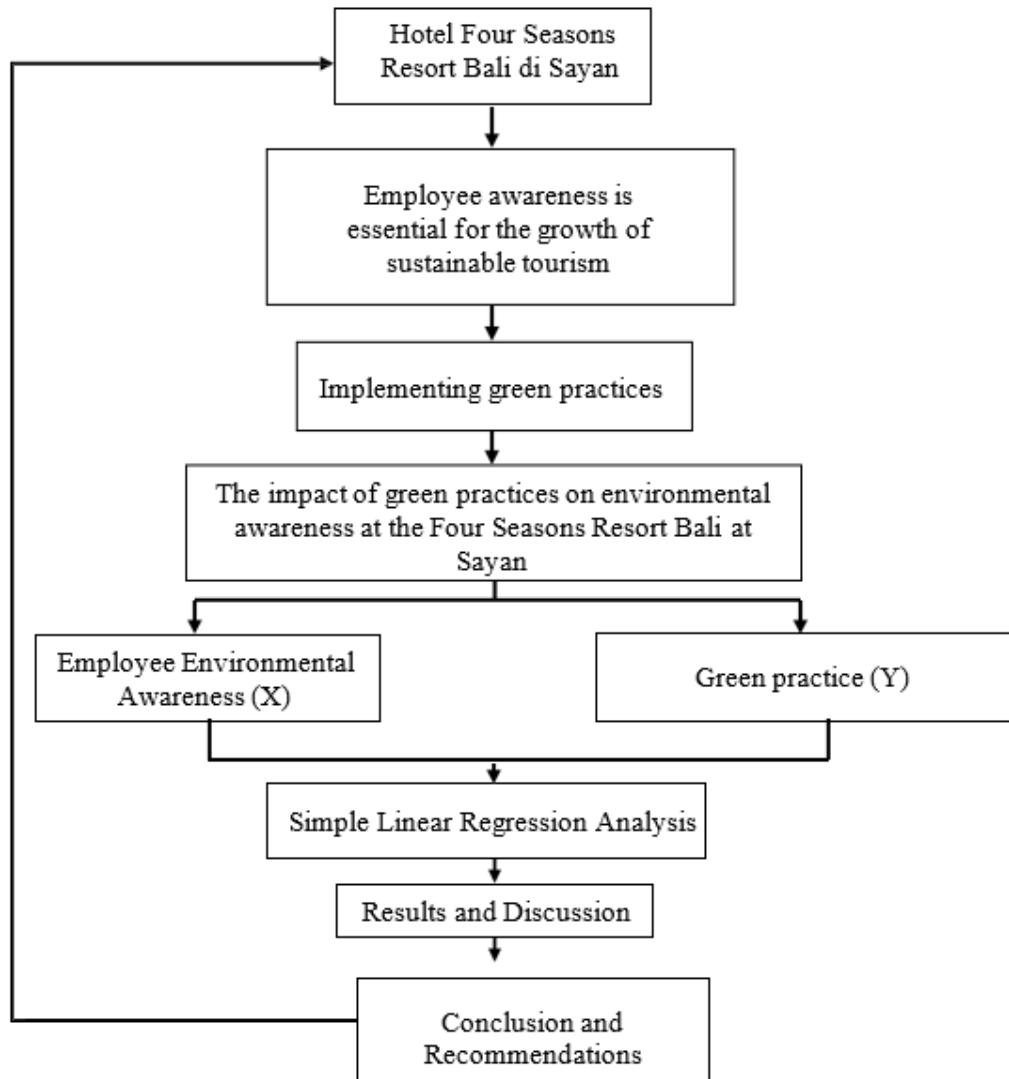


Figure 1. Framework

METHODOLOGY

This research applies a quantitative descriptive approach in order to analyze the extent to which environmental awareness of employees affects *green practices* at Four Seasons Resort Bali at Sayan. The research sample amounted to 145 respondents, consisting of all staff-level employees and *daily workers*, selected using the saturated sample method due to the relatively limited population. The main data was collected through a Likert scale-based closed questionnaire, while supporting data was obtained from internal hotel

documentation and relevant literature. The instruments used have undergone validity and reliability testing, with Cronbach's Alpha values exceeding 0.7, indicating a good level of consistency. To analyze the data, simple linear regression was used with the help of SPSS software version 26. This analysis is complemented by the classical assumption test, t-test, and calculation of the coefficient of determination to determine the magnitude of the influence of the independent variable on the dependent variable.

RESEARCH RESULTS

General Description of the Research Object

Four Seasons Resort Bali at Sayan is one of the luxury resorts of the Four Seasons chain located in Ubud, Bali, managed by PT Amanda Arumdhani and committed to sustainability. Opened in 1998, the resort sits on seven hectares of land and offers 18 suites and 42 exclusive villas with private pools, tropical architecture, and modern facilities such as a fitness center, holistic spa, thematic restaurants, and private jet service. With its personalized service concept and world-class facilities, the resort is an ideal destination for vacations, spiritual retreats, and exclusive events, while actively implementing *green practices* through waste management, energy conservation, and environmental education for guests and employees.

Instrument Validity and Reliability Test Results

Validity Test

Validity testing is an important stage to ensure that each statement item in the questionnaire truly reflects the construct to be studied. In other words, validity serves to assess the suitability and relationship between question items and the concept to be measured. In this process, 145 respondents were involved, and the validity test was carried out using a significance level of 0.05, which resulted in an *r* table value of 0.1371. Based on the results of the analysis, all items in the Employee Environmental Awareness (X) and *Green Practice* (Y) variables showed calculated *r* values ranging from 0.450 to 0.754. Since the entire calculated *r* value is greater than the *r* table value, it can be concluded that all statement items are valid and suitable for use in data collection. Thus, the instrument used has met the validity standards and can be trusted in accurately describing the construct under study.

Reliability Test

The reliability test is carried out to assess the extent to which an instrument is able to produce consistent data when used repeatedly in measuring the same variable. In other words, reliability reflects the stability and reliability of the measuring instrument in providing similar results under equivalent conditions. In this study, the analysis results show that the Cronbach's Alpha value for the Employee Environmental Awareness variable (X) is 0.770, and for the *Green Practice* variable (Y) is 0.808. Both values are above the minimum reliability limit of 0.60, which indicates that the instrument used

is classified as reliable. Therefore, it can be concluded that all items in the questionnaire are consistent and valid to measure each variable in this study. This finding strengthens the belief that the data obtained can be trusted for further analysis.

Descriptive Analysis Results

Descriptive analysis is used to describe data related to the influence of employee environmental awareness on *green practices*, including a description of the characteristics of respondents and each research variable studied. The questionnaire was distributed to 145 respondents, and all of them filled it in completely. The results of the analysis are presented in the form of a description of the characteristics of the respondents and the variables studied.

1. Characteristics of respondents

This section presents the results of distributing questionnaires related to the characteristics of the respondents. The characteristic data is classified based on several aspects, namely gender, latest education level, age, length of service, experience in receiving training or briefings related to *green practices* in the workplace, and frequency of involvement in environmental programs or activities held by the hotel or related departments.

a) Characteristics of Respondents by Gender

Table 1 presents the distribution of respondents by gender, which aims to provide an overview of the composition of participants in this study. Identification of these characteristics helps in understanding response trends based on demographic factors.

Table 1 . Characteristics of Respondents by Gender

No.	Gender	Respondents	
		Number(Person)	Percentage (%)
1	Female	65	44,83
2	Male	80	55,17
Total		145	100

Source: Research results, 2025

Based on Table 1, the respondents in this study consisted of 80 men (55.17%) and 65 women (44.83%), indicating that the majority of respondents were men. However, previous studies have shown that women tend to have a higher level of environmental concern than men due to factors such as empathy, social responsibility, and concern for the long-term impact of the environment (Yu et al., 2020) . Therefore, although the proportion of men is greater, women's tendency towards environmentally friendly behavior remains an important factor in implementing *green practices* in hotels.

b) Characteristics of Respondents Based on Last Education

An overview of the respondents' latest educational background is presented in Table 2. The presentation of this data aims to provide further

understanding regarding the respondents' education level which has the potential to affect the quality of answers in the questionnaire.

Table 2 . Characteristics of Respondents Based on Last Education

No.	Last Education	Respondents	
		Number(Person)	Percentage(%)
1	HIGH SCHOOL	24	16,55
2	Diploma	54	37,24
3	Bachelor	67	46,21
Total		145	100

Source: Research results, 2025

Table 2 shows that the respondents were dominated by 67 undergraduate graduates (46.21%), followed by 54 diploma graduates (37.24%), and 24 high school graduates (16.55%). The level of education affects the understanding and implementation of *green* practices, where employees with higher education tend to better understand the concept of sustainability, accept environmental values, and be proactive in environmentally friendly practices (Srivastava & Dhiman, 2022) . With the dominance of undergraduate graduates, it can be concluded that respondents have high potential in supporting sustainability practices in the hotel environment.

c) Characteristics of Respondents by Age

The age characteristics of respondents are classified into several groups and presented in Table 3. This presentation aims to illustrate the age distribution of respondents which has the potential to influence their perspective on the variables studied.

Table 3 . Characteristics of Respondents by Age

No.	Age	Respondents	
		Number(Person)	Percentage (%)
1	< 20 years old	18	12,41
2	20 - 30 Years	82	56,55
3	31 - 40 Years	29	20
4	> 40 Years	16	11,03
Total		145	100

Source: Research results, 2025

Table 3 shows that the majority of respondents are in the age range of 20-30 years old as many as 82 people (56.55%), followed by 31-40 years old (20%), under 20 years old (12.41%), and over 40 years old (11.03%). This younger age group is generally more adaptive to change and more responsive to environmental programs, so they tend to be more active in environmentally friendly behavior in the workplace (Yang et al., 2022) . Although some studies also show that older employees can show high environmental concern (Zheng

et al., 2021) , the dominance of early productive age in this study supports the potential for successful implementation of *green practices* in the hotel environment.

d) Characteristics of Respondents by Length of Service

Table 4 below presents data regarding the respondents' tenure, which is classified based on the length of time they have worked. This presentation is intended to illustrate the level of work experience that can provide context in analyzing the research results.

Table 4 . Characteristics of Respondents by Length of Servic

No.	Period of Service	Respondents	
		Number(Person)	Percentage (%)
1	< 1 year	32	22,07
2	1- 10 Years	83	57,24
3	> 10 Years	30	20,69
Total		145	100

Source: Research Results, 2025

Table 4 shows that the majority of respondents have a tenure of 1-10 years as many as 83 people (57.24%), followed by a tenure of <1 year (22.07%) and >10 years (20.69%). Longer tenure generally increases employee engagement in environmentally friendly practices because they better understand organizational values and have a commitment to sustainability goals (Mouro & Duarte, 2021) . The dominance of employees with 1-10 years of service indicates that most respondents have been in the work environment for a long time, so they have a higher potential to support the implementation of *green practices* in hotels.

e) Characteristics of respondents based on having received training or *briefings* on environmentally friendly practices

Respondents' experience in attending training or briefings on environmentally friendly practices is classified and displayed in Table 5. This presentation is intended to provide an overview of the level of exposure of respondents to environmental awareness programs.

Table 5 . Characteristics of Respondents Based on Ever Receiving Training or Briefing on Environmentally Friendly Practices

No.	Ever received training or <i>briefings</i> on green practices	Respondents	
		Number (Person)	Percentage (%)
1	Ever	141	97,24
2	Never	4	2,76
Total		145	100

Source: Research results, 2025

Table 5. shows that most respondents (97.24%) have received training or briefings related to environmentally friendly practices, while only 2.76% have not. This training plays an important role in improving employees' understanding and skills in implementing *green practices*, such as energy efficiency and waste management (Septiawati et al., 2022) . The dominance of respondents who have attended the training shows the organization's commitment to environmental education, which positively supports the formation of a sustainable work culture at the hotel.

f) Characteristics of respondents based on how often they are involved in environmental activities or programs organized by the hotel.

The characteristics of respondents based on the intensity of their involvement in environmental programs initiated by the hotel can be seen in Table 6. This data aims to measure how much employee involvement in environmental activities as part of implementing *green practices* in the workplace.

Table 6. Characteristics of Respondents Based on How Often Involved in Environmental Activities or Programs Organized by the Hotel

No.	How Often Involved in Environmental Activities or Programs Organized by the Hotel	Respondents	
		Number(Person)	Percentage(%)
1	Often	119	82,07
2	Rarely	24	16,55
3	Never	2	1,38
Total		145	100

Source: Research results, 2025

Table 6. shows that the majority of respondents, 119 people (82.07%), are often involved in environmental programs organized by the hotel, while 24 people (16.55%) are rarely, and 2 people (1.38%) are never involved. This active participation contributes positively to the implementation of *green practices* because it encourages sustainable environmental understanding and awareness (Ahmed et al., 2021) . This high involvement reflects the hotel's success in creating a participatory work culture, although continuity is needed so that these activities actually shape pro-environmental behavior in daily operations.

g) Respondent Characteristics by Department

Data on the distribution of respondents based on their respective work units or departments is shown in Table 7. This presentation aims to determine the representation of respondents from various divisions, which has the potential to influence their perspective on the issues studied.

Table 7. Characteristics of Respondents by Department

No.	Department	Respondents	
		Number(Person)	Percentage(%)
1	<i>Front Office</i>	19	13,10
2	<i>Housekeeping</i>	35	24,14
3	<i>Food & Beverage Product</i>	25	17,24
4	<i>Food & Beverage Service</i>	27	18,62
5	<i>Spa Department</i>	13	8,97
6	<i>Finance Department</i>	6	4,14
7	<i>Sales and Markering</i>	1	0,69
8	<i>Human Resources</i>	3	2,07
9	<i>Engineering</i>	16	11,03
Total		145	100

Source: Research results, 2025

Table 7 shows that the most respondents came from the housekeeping department with 35 people (24.14%), followed by food & beverage service (18.62%), food & beverage product (17.24%), and other departments in smaller proportions. The dominance of respondents from housekeeping is in line with research by Choy et al. (2021) who mentioned that this department has an important role in implementing *green practices*, such as waste management and energy efficiency. However, the success of sustainability strategies requires inter-departmental collaboration so that all units play an active role in supporting overall green practices in the hotel.

Recapitulation of Questionnaire Results

1. Answer Tabulation Respondents Regarding Statement of Employee Environmental Awareness (X)

The descriptive analysis results show that the level of employee environmental awareness is in the good enough category with an average score of 2.78. Employees show sufficient understanding of environmental issues, such as the impact of human activities and hotel operations on the surrounding ecosystem. Although this understanding is relatively good, concrete behaviors such as turning off electrical appliances and sorting waste have not been fully reflected in daily work habits. This shows a gap between understanding and environmentally friendly practices, so it is necessary to strengthen green work habits and culture so that employees' environmental awareness can be realized more consistently in real actions.

2. Tabulation of Respondents' Answers Regarding the *Green practice* Statement (Y)

The results of the descriptive analysis show that the level of *green practice* implementation by employees is in a fairly good category with an average score of 2.83. Employees show high participation in environmental training and socialization and receive active support from superiors, reflecting the company's structural commitment to sustainability. However, tangible

behaviors such as turning off electronic devices when not in use and waste separation still scored low, indicating a gap between policy and daily practice. Therefore, while the foundation of education and support is in place, companies need to strengthen habituation and supervision so that all aspects of *green practice* are consistently implemented.

Classical Assumption Test

1. Normality Test

Table 8 displays the results of the residual normality test used to ensure that the errors in the regression model follow a normal distribution. This assumption is important because it is the basis for the applicability of the t test in regression analysis.

Table 8. Normality Test Results One-Sample Kolmogorov-Smirnov Test
Unstandardized Residual

<i>N</i>		145
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	3.11942052
<i>Most Extreme Differences</i>	<i>Absolute</i>	.045
	<i>Positive</i>	.035
	<i>Negative</i>	-.045
<i>Test Statistic</i>		.045
<i>Asymp. Sig. (2-tailed)</i>		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Research Results, 2025

Based on the Kolmogorov-Smirnov test results, the Asymp. Sig (2-tailed) of 0.200 shows a result greater than the significance limit of 0.05. Therefore, it can be concluded that the residual data is normally distributed. In other words, there is no significant difference between the residual distribution and the normal distribution. This is an indication that one of the classical assumptions, namely normality, has been met. With this requirement fulfilled, the regression analysis process can proceed validly and can be accounted for statistically.

2. Heteroscedasticity Test

Table 9 presents the results of the Glejser test which aims to detect the presence or absence of heteroscedasticity symptoms in the regression model. If all variables show a significance value above 0.05, it can be concluded that the assumption of homoscedasticity has been met. Conversely, a value below 0.05 indicates a difference in residual variance between observations. In other words, this test aims to ensure that the errors in the model are spread evenly, and do not show a pattern of increasing or decreasing variance.

Table 9. Heteroscedasticity Test Results

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	1.043	1.020		1.022	.308
Kesadaran Lingkungan Karyawan	.057	.040	.118	1.417	.159

a. Dependent Variable: ABS_RES

Source: Research Results, 2025

Since all variable significance values in Table 9 including the value of 0.159 on the Employee Environmental Awareness variable are above the significance threshold of 0.05, it can be concluded that the model does not experience heteroscedasticity problems. Thus, the errors in the model are scattered constantly without showing a certain systematic pattern. This condition indicates that the assumption of homoscedasticity in regression analysis has been well met.

Data Analysis

The data output generated from processing using SPSS version 26 for Windows was analyzed and interpreted in order to draw conclusions in line with the focus and objectives of the study. The entire analysis process was conducted in a structured manner in order to provide a valid picture of the relationship between the variables studied.

1. Simple Linear Regression Analysis

To determine the magnitude of the influence of *employee environmental awareness* on *green practices*, this study utilized simple linear regression techniques. This method allows analysis of the direct relationship between one independent variable (X) and one dependent variable (Y) in a more focused and measurable manner (Sugiyono, 2013). Table 10 displays the results of regression analysis obtained from data processing using SPSS software version 26 for Windows. This output is used to test the influence relationship between variables in the study and is the basis for drawing conclusions on the hypotheses proposed.

Table 10. Simple Linear Regression Analysis Results with
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	10.001	1.691		5.915	.000
Kesadaran Lingkungan Karyawan	.847	.067	.727	12.672	.000

a. Dependent Variable: Green Practice

SPSS Version 26

Source: Research results, 2025

The regression coefficient value of 0.847 for the Employee Environmental Awareness variable (X) and the constant value of 10.001, as listed in Table 10, were used to form a simple linear regression equation. This equation represents the relationship between environmental awareness and *green* practices among respondents:

$$Y = 10.001 + 0.847 X$$

The simple linear regression equation calculated based on the formula $Y = a + bX$ (Sugiyono, 2013) reflects the direction and strength of the relationship between Employee Environmental Awareness (X) and *Green Practice* (Y). The regression coefficient value in the equation indicates that any change in X will result in a unidirectional change in Y. Thus, it can be concluded that the independent variable has a positive and significant influence on the dependent variable in this study. That is, any increase in the independent variable is followed by a significant increase in the dependent variable...

a. Constant= 10,001

The simple linear regression equation calculated using the formula $Y = a + bX$ (Sugiyono, 2013) describes the direction and strength of the influence of the independent variable on the dependent variable. In this context, any change in the Employee Environmental Awareness variable (X) will have an impact on changes in the Green Practice variable (Y), according to the regression coefficient value resulting from the analysis process. The magnitude of the coefficient indicates how much variable X contributes to influencing variable Y.

b. Employee environmental awareness (X)= 0.847

The positive regression coefficient value of 0.847 for the Employee Environmental Awareness variable (X) shows a unidirectional relationship with *Green Practice* (Y). This means that an increase in environmental awareness by one unit will contribute to an increase in green practices by 0.847 units, as long as other factors are considered constant. Thus, the greater the environmental awareness of employees, the greater the application of *green practices* in the work environment.

2. The t-test

Table 11 below presents the results of the t test which aims to evaluate whether the Employee Environmental Awareness variable (X) has a significant influence on *Green Practice* (Y), as explained by Sunyoto (2016) . The decision in this test is determined through two methods: the first is to compare the calculated t value with the t table, and the second is to evaluate the significance value (Sig.) obtained from the data analysis results. These two approaches are used to assess whether the effect of the independent variable on the dependent variable can be declared statistically significant.

Table 11. Results of the t test

Variable	t-count	Sig	Description
Employee Environmental Awareness (X)	12,672	0,000	Positive and Significant
Alpha (α) 0.05			

Source: Research results, 2025

Based on the data presented in Table 11, the t test can be formulated as follows to test the significance of the effect of each independent variable on the dependent variable in the regression model used;

a. Employee environmental awareness variable t test (X) on *green practice* (Y)

1) Testing the Hypothesis

H0 : Employee environmental awareness has no positive and significant effect on *green practice*.

Ha: Employee environmental awareness has a positive and significant effect on *green practice*.

2) Determining the tcount value

The significance value of 0.000 shown in the Employee Environmental Awareness variable (X), with a t-statistic of 12.672 (see Table 4.15), is below the alpha 0.05 threshold. This indicates that the effect of X on Y is significant. Thus, it can be said that the higher the environmental awareness of employees, the higher their tendency to implement *green practices* in the work environment.

3) Determining the ttable value

Using a significance level of 5% or 95% confidence level, the test is carried out based on the degrees of freedom calculated from the difference between the number of samples ($n = 145$) and the number of independent variables ($k = 1$), namely $df = 144$. Based on the t distribution, the t table value is 1.656 at a significance level of 0.05 (Arikunto, 2010) . The t table value is used as a basis for comparison to determine whether the t test results show a significant effect or not.

4) Comparing the value of tcount with ttable

If $tcount > ttable$ or significance value $< \alpha$ then H0 is rejected and Ha is accepted.

If $t_{count} \leq t_{table}$ or significance value $> \alpha$ then H_0 is accepted and H_a is rejected.

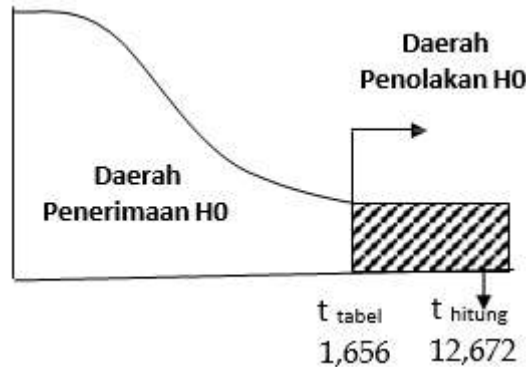


Figure 2. t-test distribution curve

With a degree of freedom (df) of 144, a confidence level of 95%, and a significance level of 5%, the t-test results displayed in Figure 1 show that the calculated t value of 12.672 exceeds the t table value of 1.656. In addition, the significance value (Sig.) of 0.000 is well below the significance threshold of 0.05. Based on these results, the decision taken is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). That is, statistically, the Employee Environmental Awareness variable is proven to have a positive and significant effect on the implementation of *green practices* at Four Seasons Resort Bali at Sayan. This finding reinforces that increased environmental awareness among employees contributes significantly to green behavior in the workplace.

b. Coefficient of Determination

Table 12 below displays the results of the coefficient of determination analysis which aims to measure the extent to which the Employee Environmental Awareness variable (X) contributes to influencing the green practice variable (Y). This analysis is carried out to determine how much the proportion of variation in the dependent variable can be explained by the independent variables used in the model.

Table 12. Test Results of the Coefficient of Determination

<i>Model Summary^b</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.727 ^a	.529	.526	3.13031

a. Predictors: (Constant), Kesadaran Lingkungan Karyawan

b. Dependent Variable: Green Practice

Source: Research results using SPSS 26

The analysis results show that the employee environmental awareness variable is able to explain 52.9% of the variation in the application of *green practices*, while the remaining 47.1% is influenced by other factors outside this study. According to Ghozali (2016) this value is included in the medium category. This means that environmental awareness has a considerable

influence in shaping environmentally friendly behavior in the workplace. Although employees' understanding of environmental issues is good, real behaviors such as turning off electrical appliances and sorting waste are still not optimal. Therefore, increasing awareness needs to be balanced with consistent behavior change strategies, such as applicable training, providing supporting facilities, as well as incentives and continuous supervision so that the contribution of awareness to *green practices* can be maximally improved.

DISCUSSION

Results of Employee Environmental Awareness Variable (X)

The overall average of the *employee environmental awareness* variable (X) of 2.78 places it in the good enough category (interval 2.61-3.40). The highest score is found in the 3rd statement (3.13), namely "I know that hotel operational activities can affect the balance of the ecosystem," followed by the 2nd statement (2.94) "I understand the impact of human activities on environmental damage." In contrast, the lowest scores were found in the 7th statement (2.54) "I always turn off lights and electrical appliances when not in use," and the 8th statement (2.57) "I am used to sorting organic and inorganic waste before disposal."

These results indicate that cognitively, employees have a fairly good understanding of environmental issues, including the impact of hotel operations on the ecosystem. This knowledge is an important foundation in shaping environmental awareness. However, the actual behavior that reflects this awareness is not yet fully consistent, as seen in the low scores related to energy saving and waste segregation.

Green practice variable results (Y)

The overall average of the *green practice* variable (Y) is 2.83, within the range of 2.61-3.40, which is in the fairly good category. The lowest scores were found in the second statement, "I turn off electronic devices when not in use" (2.40), and the fifth, "I separate waste according to its type (organic, inorganic, B3)" (2.41). In contrast, the highest score was found in the eighth statement, "I have attended training or socialization on environmental conservation" (3.46), followed by the eleventh statement regarding active support from superiors (3.07).

In general, the implementation of *green practices* at Four Seasons Resort Bali at Sayan is in the moderate category. Employees have participated in company-organized training and received support from superiors, indicating a structure that supports sustainability. However, direct behaviors such as turning off electronic devices and sorting waste are still not consistently carried out, indicating that awareness has not been fully translated into concrete actions.

Although training and support are available, companies need to take further steps through applicative training, provision of supporting facilities, provision of incentives, and continuous supervision. Thus, employees'

environmental awareness does not stop at knowledge, but is realized through real behavior that supports the optimal implementation of *green practices*. The high score on the training aspect shows that education has been carried out consistently, including routine training every three months which is adjusted to hotel occupancy. Training materials include energy efficiency, waste management, and the use of environmentally friendly materials, which strengthen the company's commitment to sustainability. However, challenges at the individual implementation level remain a major concern that needs to be followed up.

Results of Employee Environmental Awareness Variable (X) on Green practice (Y)

In this study, the Employee Environmental Awareness variable is proven to have a positive and significant influence on the implementation of *green practices* at Four Seasons Resort Bali at Sayan. This is evidenced through the t test, where the calculated t value of 12.672 exceeds the t table value of 1.656, as well as a significance value of 0.000 which is below the 0.05 threshold. Statistically, this indicates that the influence of these variables is significant. In addition, the regression coefficient (β) of 0.847 indicates that every one unit increase in employee environmental awareness is followed by an increase of 0.847 units in environmentally friendly practices, assuming other variables remain constant. Thus, the hypothesis in this study has been confirmed and received support from the analysis results.

Furthermore, the results of the analysis of the coefficient of determination show that the Employee Environmental Awareness variable contributes 52.9% in explaining variations in *green practice* implementation. This means that there is still 47.1% of other variations that are influenced by other variables outside this research model. Theoretically and empirically, a number of other factors also have the potential to influence the implementation of *green practices*, including: management commitment to environmental issues, the availability of environmentally friendly supporting facilities, organizational culture that encourages sustainable practices, the continuity of environmental training or socialization, the effectiveness of the internal control system, providing incentives for environmentally friendly behavior, and the level of active participation of employees in sustainability programs run by the company. Therefore, further studies are recommended to consider these factors in order to obtain a more comprehensive picture of the determinants of *green practice* implementation in the hospitality sector.

This research is in line with the results of research conducted by Kuntiar (2023) , Trisna (2024) , and Dewi et al. (2022) which reveals that employee environmental awareness has a positive and significant influence on environmentally friendly practices in the workplace. In other words, the higher the level of environmental awareness among employees, the more the implementation of *green practices* will increase. The results of this study also show that environmental awareness has a moderate influence on the

implementation of *green practices* at Four Seasons Resort Bali at Sayan. Although not the only influencing factor, this finding confirms that individual awareness still plays an important role in encouraging pro-environmental behavior. Therefore, strengthening environmental values and understanding at the personal level is a strategic step in supporting sustainability in the hospitality sector.

The findings also reveal that employees' understanding of the environmental impact of hotel operations is high, but the implementation of behaviors such as turning off electrical appliances and sorting waste is still low. This shows that awareness has not been fully realized in real action. Therefore, efforts to increase awareness need to be accompanied by behavior change strategies such as applicable training, providing facilities, providing incentives, and continuous supervision. Thus, the contribution of awareness to green practices can be increased to optimally support hotel sustainability.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study, it can be concluded that employee environmental awareness has a positive and significant effect on the implementation of *green practices* at Four Seasons Resort Bali at Sayan. Although the level of environmental awareness is in the good enough category, there is still a gap between understanding and real behavior which is reflected in the low score on the aspects of waste sorting and energy saving. Management support and training programs are available, but the implementation of environmentally friendly practices is not yet fully optimal. Therefore, it is recommended that management increase hands-on practice-based training, provide incentives for green behavior, and strengthen the monitoring and evaluation system so that environmental awareness can be realized more consistently in real actions.

ADVANCED RESEARCH

This study has limitations on the use of one independent variable, namely employee environmental awareness, so that it does not include other factors that might influence the implementation of *green practices*. Variables such as organizational culture, internal environmental policies, and the availability of supporting facilities have not been analyzed in depth. Therefore, it is recommended for future researchers to develop a research model by including these variables in order to obtain a more comprehensive understanding of the determinants of *green practice* in the context of the hospitality industry.

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