Implementation of Green Human Resource Management Concept on Human Resource Management in Green Village Bali

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A B S T R A C T

The province of Bali has witnessed a remarkable growth in its hospitality industry, particularly in the Badung Regency, with a 6% increase in hotel development recorded in 2021. However, a pressing challenge faced by the industry is the scarcity of human resources well-versed in environmental issues. Recognizing the pivotal role of human resources in tourism development and the significant environmental impact of accommodation businesses, this study explores the implementation of the Green Human Resource Management concept at Green Village Bali. Green tourism principles, emphasizing responsibility for sustainability, resource management, and community empowerment, serve as the foundation. Through a meticulous data analysis process, including data reduction, display, and conclusion drawing, it is found that Green Village Bali has effectively integrated green human resource management into its workforce practices, achieving a 95% indicator implementation rate. The success is attributed to the alignment with the principles of sustainable living, from planning and construction to daily operational activities, and recommendations are made for further enhancement, particularly in implementing Green Reward Management for recognizing commendable environmental conservation performance among employees .

Keywords: *Impact, Framing, Conflict, Online Media , Russian Tourism*

1. Introduction

One of the growing industries in the province of Bali is the hospitality industry. Recorded in 2021, the hotel growth in Bali increased by 6% from 2020 (Central Statistics Agency of Bali Province, 2023). From this data, it is noted that the most significant growth occurred in the Badung Regency, followed by Denpasar City, Karangasem Regency, and Jembrana Regency.

The current challenge faced by the hospitality industry is the limited human resources that understand environmental issues. Environmental sustainability is a crucial aspect for the development of any industry or business. Nowadays, environmental issues are extensively discussed by companies and policymakers. Two main reasons drive attention to environmental issues. Firstly, society and the government recognize that hotels, as commercial institutions with financial resources, technical expertise, and vision, should develop ecological solutions for environmental problems. Secondly, the ability to develop these ecological solutions is closely related to the hotel's interest in promotion, as handling environmental issues well and wisely becomes a competitive advantage in promotional aspects.

The presence of human resources plays a crucial role in tourism development. The substantial use of labor in the accommodation sector makes the workforce's role essential for the sustainability of the accommodation business. Therefore, there is a need to enhance the role of the workforce in the accommodation sector for its sustainability. Environmental issues are significant factors for the development of the accommodation business. Companies contribute to environmental problems through waste pollution, including gas, liquid, and solid waste. Hence, companies must participate in solving environmental problems. To ensure business sustainability, it is necessary to introduce environmental and social aspects into the business framework model of the tourism industry.

Green tourism is an approach in the tourism industry aimed at minimizing negative impacts on the natural, cultural, and social environment while enhancing positive benefits for tourist destinations. This concept emphasizes responsibility for sustainability, focusing on resource management, environmental preservation, and empowerment of local communities. The goal of green tourism is to create a positive tourist experience while preserving the ecological and cultural integrity of the destination. The main principles of green tourism include maintaining the sustainability of natural resources and supporting fair economic and social development for the local community.

One principle within the green tourism concept is responsible environmental management. The workforce, as the main actors in the accommodation business, needs to understand environmental management as one of the aspects for the sustainability of the accommodation business. Green Human

Resource Management is one tool that can be used to manage the workforce in the accommodation business by involving environmental aspects. This concept is a workforce management system applied to reduce negative environmental impacts or enhance positive environmental impacts on the sustainable performance of the accommodation business (Nawangsari and Sutawidjaya, 2019).

The growth in the number of tourist accommodations such as hotels, villas, and resorts in the Badung Regency is one form of the tourism industry's development, specifically the hospitality industry. One villa located in the Badung Regency is Green Village Bali. Embracing the concept of sustainable living, Green Village Bali builds a residence based on sustainable principles aimed at minimizing negative impacts on the natural, economic, and social environment, thus maintaining the quality of life and natural resources for current and future generations. The primary goal of sustainable living is to maintain a balance between human needs and the environmental capacity to support those needs.

In its effort to participate in the economic and social sectors, Green Village Bali involves the local community in the development process and operational implementation of the villa complex. One form of this participation is by employing the local community in the vicinity of Green Village Bali. Beyond mere employment, Green Village Bali also imparts understanding of the principles of sustainable living applied in Green Village Bali to the local community. The application of these principles aligns with the practice of green human resource management used to manage the workforce in the accommodation business, involving environmental aspects. This makes Green Village Bali potentially adept at implementing the concept of green human resource management in the human resource management model.

Currently, the management of Green Village Bali has its own structure for managing human resources or the workforce it possesses. The urgency in this research is to determine whether the management of Green Village Bali has implemented the concept of green human resource management in managing its human resources to ensure knowledge and environmental awareness, in line with the environmental sustainability principles applied by the management of Green Village Bali.

2. Methodology

Data analysis is the process of systematically searching for and organizing data obtained from interviews, field notes, and documentation. This involves categorizing data, breaking it down into units, synthesizing, organizing it into patterns, selecting what is important and needs to be studied, and drawing conclusions so that it is easily understood by oneself or others (Sugiyono, 2014). The data analysis process in this research involves three steps:

1. Data Reduction:

Data reduction means summarizing, selecting essential elements, focusing on important aspects, identifying themes and patterns (Sugiyono, 2009). Data reduction in this research involves summarizing the data obtained in the field regarding the implementation of the Green Human Resource Management concept in Green Village Bali through interviews, observations, and documentation. The collected data will then be selected and focused on aspects related to the implementation of the Green Human Resource Management concept in Green Village Bali.

2. Data Display:

After data reduction, the next step is data display. Data presentation in qualitative research is done in the form of brief descriptions, charts, relationships between categories, flowcharts, and similar formats (Sugiyono, 2016). In this research, scoring is done by dividing the number of Green Human Resource Management indicators implemented in Green Village Bali by the total number of indicators and then multiplying the result by one hundred. The indicator results are presented in the form of percentages (%). The obtained percentage will then be explained descriptively and presented in written form.

3. Conclusion Drawing and Verification:

The third step in the data analysis process is drawing conclusions or verification. The initial conclusions presented are provisional and will change if strong evidence supporting them is not found in subsequent data collection stages (Sugiyono, 2016). The conclusion drawn from the data can address the research problem formulated at the beginning and provide a description or overview of the studied object.

3. Results

Overview

Green Village is a global-connected living community that is environmentally conscious, initiated and developed by John Hardy. Located on the terraced slopes of the Ayung River in the Badung Regency, this complex consists of 12 houses and villas constructed manually from bamboo by the Ibuku architecture team. Ibuku is a team of skilled craftsmen, architects, engineers, and designers dedicated to creating homes, structures, and interiors made entirely from bamboo.

The primary allure of Green Village Bali lies in the predominant use of bamboo as the building material throughout the villa complex. Green Village Bali embraces the concept of sustainable living, a lifestyle where natural resources and energy are used judiciously to maintain ecological and social balance while minimizing negative impacts on the environment and society. Bamboo, due to its rapid growth and long-lasting durability, serves to minimize negative environmental impacts.

Facilities at Green Village Bali include 14 types of villa rooms with private swimming pools and BBQ areas, a restaurant offering vegan or non-vegan food choices, communal areas, and tour services for exploring the Green Village Bali complex. The 14 types of villa rooms at Green Village Bali include: Temple House, Garden House, Sharma Springs, Sunrise House, Tower House, Leaf House, Pondok Naga, Cacao House, Eclipse House, Aura House, Ananda House, Harmony House, River House, and Villa Kelapa.

Green Village Bali is approximately 27 kilometers from I Gusti Ngurah Rai Airport, with a travel time of around 1 hour (depending on traffic conditions), accessible by car or motorcycle. There is no public transportation directly to Green Village Bali, but visitors can use the Trans Sarbagita Bus or Teman Bus to reach Ubung Terminal or Mengwi Terminal, then continue the journey using online transportation services.

Information regarding room availability, prices, and tour services within the Green Village Bali complex can be found on the official Green Village Bali website (https://greenvillagebali.com/visit/), the Green Village Bali Instagram account (@greenvillagebali_), and the AirBnB online booking application.

Organizational structure is the arrangement or framework that illustrates how an organization or company is designed, organized, and managed. It encompasses the division of tasks, responsibilities, and authorities among various levels of management and departments within the organization. The purpose of organizing an organizational structure is to create a clear framework so that members of the organization can work efficiently, collaborate effectively, and achieve organizational goals in an effective manner.
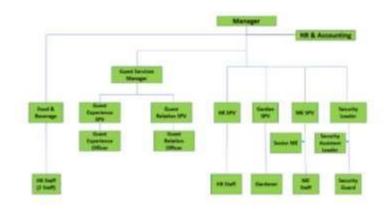

Figure 1. Organizational Structure of Green Village Bali

Source: Green Village Bali (2023)

Currently, there are 32 active employees in Green Village Bali distributed across 7 departments, namely: Guest Relation, Guest Experience, Housekeeping, Butler, Mechanical Engineer, Security, and Garden. The informant for this research is Febrian, who holds the position of Guest Relation Supervisor.

Human Resource Competencies at Green Village Bali

The quality of human resources is a decisive factor for the success and development of an industry. The hospitality industry is service-oriented, making customer satisfaction a key factor in its success. Employees in the hospitality industry play a crucial role in providing quality service to customers.

With the increasing competition in the hospitality industry, there is a need to enhance the quality of employee service. Every accommodation business is obligated to improve the knowledge, skills, and work attitudes of its employees, as these three elements form the basis for determining employee quality. In the theory of human resource competencies, employees with knowledge, skills, and attitudes that align with company standards will automatically have a positive impact on guest or customer satisfaction.

Human resource competency, particularly in the realm of knowledge, refers to an individual's level of understanding and expertise in areas related to the functions, practices, and concepts associated with human resource management. This understanding encompasses aspects such as policies, procedures, and regulations. Competency in human resource knowledge is crucial to support the effectiveness and efficiency of human resource management in achieving organizational goals and ensuring sustainability and alignment with evolving business environments.

In the context of green human resource management, human resource competency includes understanding and skills related to sustainability, environmental ethics, and sustainable practices in human resource management. Green human resource management emphasizes the integration of environmentally friendly practices into human resource management policies and procedures. Thus, human resource knowledge competency in green human resource management involves an understanding of principles and environmental issues relevant to human resource management functions.

Human resource knowledge competency in green human resource management provides a strong foundation for developing and implementing sustainable and environmentally friendly human resource practices, supporting the company's vision and mission to achieve sustainability goals. Some aspects of human resource knowledge competency in the context of green human resource management include:

A. Understanding of Sustainability Principles: In-depth knowledge of sustainability concepts and principles, including their impacts on the environment, society, and the economy.

B. Understanding of Green Human Resource Management Regulations and Standards: Knowledge of regulations and standards applicable to green human resource management, including guidelines and frameworks supporting sustainable practices.

C. Knowledge of Corporate Environmental Policies: Understanding the company's environmental policies and how these policies are integrated into the company's managerial functions.

D. Understanding of Waste Management and Energy Use Practices: Knowledge of sustainable waste management strategies and energy use practices in the workplace.

E. Understanding of the Human Resource Role in Company Sustainability: Understanding the key role of human resources in promoting organizational sustainability and integrating sustainable practices into the work culture.

F. Knowledge of Current Trends in Green Human Resource Management: Knowledge of current trends and innovations in green human resource management, including changes in technology and the latest practices in environmental and human resource management.

Regarding human resource knowledge competency at Green Village Bali, findings from the researcher's interview with Febrian, Assistant Manager at Green Village Bali, on August 24, 2023, indicate that employees working at Green Village Bali possess good knowledge related to their responsibilities and tasks in their respective fields.

"We recruit employees with backgrounds relevant to the fields we need, but experience is the main factor we prioritize before educational background." (Interview with Febrian, August 24, 2023)

Researcher observations during the Green Village Bali tour also show that employees tasked with accompanying visitors are well-versed in the materials used and the architectural design within the buildings at Green Village Bali. This indicates that Green Village Bali employees have strong knowledge competencies, particularly related to the sustainable principles applied in Green Village Bali.

According to Pajriah (2018), human resource knowledge competency is a determining factor in the success of developing a tourism industry. Through education, both formal and non-formal, the quality of human resource knowledge competency in the tourism industry will be enhanced.

Human resource competency in skills refers to a collection of practical skills and abilities required by human resources to carry out their tasks effectively. These skills encompass practical aspects related to human resource management functions, such as interpersonal communication, problem-solving, decision-making, and time management. Competency in human resource skills is key to success in managing human resources effectively and supporting the achievement of company goals. These skills ensure that human resources working in the company can adapt to changes in the work environment.

In the context of green human resource management, human resource skills competency refers to a set of practical skills and abilities required by human resources to integrate sustainable and environmentally friendly practices into human resource management functions. This includes skills that support the implementation of environmental sustainability policies in the company.

Human resource skills are closely related to employees' ability to complete tasks and responsibilities assigned by the company. Beyond technical tasks (hard skills), employee skills also encompass their ability to handle non-technical aspects (soft skills). This is crucial considering the dynamic and highly demanding nature of the accommodation industry.

Regarding human resource skills competency at Green Village Bali, findings from the researcher's interview with Febrian, Assistant Manager at Green Village Bali, on August 24, 2023, state that employees working at Green Village Bali have good knowledge in carrying out responsibilities and tasks assigned by the company.

"Yes, considering the uniqueness of bamboo houses in Green Village, the characteristics of the material, the location within the jungle and along the river, the issues faced are more complex compared to other villa or house types. Regarding this matter, individuals from each department eventually have the capability to solve daily challenges. We provide a large WhatsApp group that includes all staff, so any issues or information can be communicated within that group. The office team, especially Guest Relation officers who act to supervise other teams, is involved in problem-solving and so on." (Interview with Febrian, August 24, 2023)

Pajriah (2018) states that human resource skills competency is a determining factor in the success of developing a tourism industry. Through education and training, both formal and non-formal, the quality of human resource skills competency in the tourism industry will be enhanced, encompassing both technical (hard skills) and non-technical (soft skills) skills. The training activities provided by Green Village Bali's management to enhance skills include:

1.   Snake Training:

The unique environment of Green Village Bali, located on the edge of the Ayung River and surrounded by bamboo forests, makes it an ideal location for snakes to thrive. To ensure the safety and comfort of guests, all employees working at Green Village Bali must have basic knowledge about the snakes

that live in the Green Village Bali environment. Green Village Bali's management collaborates with Ron Lilley's Bali Snake Patrol to provide education regarding the identification of snake types, their behaviors, and proper snake handling techniques.

2.   Fire Training:

Fire training is designed to prepare individuals or teams to face fire situations or emergency situations involving fire. This training applies to various groups, including firefighters, volunteer firefighting personnel, company employees, or individuals who want to understand emergency actions during a fire. Green Village Bali's complex villa buildings, predominantly made of bamboo, and the hot weather in the Abiansenmal District make the villa complex prone to fires. Therefore, employees at Green Village Bali are provided with an understanding of fire prevention, potential fire sources, and the use of fire extinguishers (APAR - Alat Pemadam Api Ringan).

3.   Compost Training:

As an accommodation business that adheres to sustainable principles, Green Village Bali has its standards for managing waste generated from villa operational activities. In collaboration with Urban Compost Bali, Green Village Bali's management provides training to its employees to process organic waste such as leaves, plant cuttings, and food scraps. The collected organic waste will be processed into compost, which can be used to nurture plants in the Green Village Bali environment. Thus, besides not generating environmentally harmful waste, the processed waste can be reused.

These training activities demonstrate Green Village Bali's commitment to ensuring that its employees possess the necessary skills to handle the unique challenges posed by its distinctive environment and operational characteristics.

Human resource attitude competency refers to the behavioral patterns and values held by individuals or human resource teams in the context of their work. Attitude encompasses aspects such as motivation, engagement, work ethics, responsibility, and the approach to change. In the context of human resources, attitude competency is crucial as it can influence organizational culture, employee satisfaction, and effectiveness in human resource management. Human resource attitude competency significantly contributes to organizational culture, creating a work environment supportive of achieving company goals, including sustainability objectives. Positive attitudes from human resources can also influence employee satisfaction, talent retention, and the company's reputation in the eyes of the public and consumers.

In the context of green human resource management, human resource attitude competency refers to behavioral patterns, attitudes, and values held by human resources related to sustainability practices and environmental friendliness within the company environment. In the concept of green human resource management, human resource attitude competency is essential for shaping an organizational culture that supports the company's environmental sustainability goals.

Employee attitude is related to behavioral patterns in carrying out tasks and responsibilities in accordance with company regulations. Employee attitudes are also related to how employees behave towards each other and especially towards guests.

Regarding human resource attitude competency at Green Village Bali, findings from the researcher's interview with Febrian, Assistant Manager at Green Village Bali, on August 24, 2023, state that employees working at Green Village Bali have a positive attitude in carrying out responsibilities and tasks assigned by the company, as well as towards fellow employees and guests.

From the researcher's findings at the research location, it was found that employees working at Green Village Bali have a positive attitude regarding the implementation of the concept of green human resource management. Employees at Green Village Bali understand the concept of sustainable living that is a principle of the company. This is demonstrated when employees accompanying guests on a tour of Green Village Bali can explain well about the history of the establishment of Green Village Bali, the design planning of the villa area, and the building materials used, along with explanations related to the environmental sustainability principles behind the design. Additionally, when the researcher sought permission to conduct research at this location, employees from the Guest Relation department responded positively and fully supported this research as a form of Green Village Bali's participation in the academic field, especially regarding discussions in the field of environmental management.

Setiawan (2019) states that in the tourism industry, service quality is a key indicator that reflects the level of professionalism. There are three main aspects in the development of workforce competency in the tourism industry, one of which is the development of human resources related to the development of attitudes, behaviors, and courtesy.

Implementing Green Human Resource Management Concept at Green Village Bali

Human resource management is a crucial aspect of a company's sustainability. Employees, as valuable assets for the company, must be well-managed to create a high-quality human resource pool. Human resource management plays a vital role in recruiting, developing, and retaining a competent workforce. Companies that can attract and retain the best human resources will have a significant competitive advantage. Competent and high-quality human resources can help the company achieve its business goals more effectively in the long run.

In the hospitality industry, human resource management plays a crucial role in managing employees to provide the best service to guests. As a service-oriented industry, customer satisfaction is a key factor for success. Therefore, human resource management ensures that the company has trained, experienced, and committed employees to provide the best service to visitors. Management is responsible for recruiting human resources with the ability to interact with people, manage conflicts, and maintain high levels of motivation in the often dynamic hospitality work environment. Additionally, human resource management also plays a role in planning, development and training, compensation, and evaluation, helping the company create a positive and

service-oriented work culture. In the hospitality industry, where reputation and guest satisfaction are crucial, the role of human resource management is the foundation of company success and plays a significant role in achieving a competitive advantage.

Green Human Resource Management is a new approach in human resource management practices that focuses on integrating "green" or sustainable practices into every aspect of employee management. The concept of Green Human Resource Management is based on the principle that human resources play a vital role in achieving the environmental sustainability values held by the company.

Practices in Green Human Resource Management are a concept that can improve company performance because, fundamentally, these practices bring energy savings by creating awareness to transform employees from working conventionally to being "green" employees who care about environmental sustainability (Zientara & Zamojska, 2018).

The implementation of the Green Human Resource Management concept in Green Village Bali has reached 95%, comprising Green Human Resources Planning, Green Job Design and Analysis, Green Recruitment, Green Selection, Green Induction, Green Training, Green Performance Evaluation, Green Health and Safety Management, Green Employee Discipline, and Green Employee Discipline. Based on the presentation in Table 4.2 above regarding the implementation of the Green Human Resource Management concept in Green Village Bali, the model of implementing Green Human Resource Management in Green Village Bali is obtained as shown in the following figure:

Figure 2. Implementation Model of Green Human Resource Management at Green Village Bali

Source: Results (2023)

After obtaining data from the research using the predefined methods, the researcher proceeded to analyze the data by processing and calculating the obtained answers. This was done by dividing the number of applied indicators by the total number of indicators and then multiplying by 100. Kunto (2010) states that based on this percentage calculation, the results are classified into five different criteria: 1) 81-100% means highly applied, b) 61-80% means applied, c) 41-60% means sufficient, d) 21-40% means lacking, and e) 0-20% means not yet applied. Based on the presented percentage and implementation model above, which has an average of 95%, the implementation of green human resources management at Green Village Bali is considered highly applied.

From the researcher's findings, the indicator that has not been implemented is Green Reward Management, which involves recognizing employees with excellent performance in efforts to preserve and manage environmental sustainability. This recognition can be in the form of financial or non-financial rewards.

In human resource management at Green Village Bali, the management has planned the required number of employees (adjusted to the needs of each department) and considered the educational background, experience, and competencies of potential employees. Candidates with a strong background in environmental issues, in particular, are given extra consideration in the management's evaluation. Before commencing work at Green Village Bali, selected candidates undergo an introduction to the work environment, including an orientation to the sustainable living concept applied at Green Village Bali. Subsequently, employees receive training in environmental management skills, such as composting from organic waste and leftover food.

Management also evaluates the environmental management activities carried out by employees, such as summarizing the amount of processed organic waste and leftover food into organic fertilizer. This serves as an evaluation for both the company and employees in their environmental management efforts. Employees demonstrating excellent performance in their duties and responsibilities, including environmental conservation, receive recognition through praise and the Employee Of the Month (EOM) designation. Conversely, employees violating the rules of Green Village Bali management (both in terms of environmental management and others) may face sanctions ranging from warnings to termination of employment.

Hosain (2016) suggests that the strategy for implementing green human resource management can begin with basic human resource management functions, such as advertising new job openings through social media and accepting candidate portfolios via email. This approach makes the recruitment process more efficient and environmentally friendly by eliminating the use of paper (paperless).

According to Astuti (2018), applying the concept of green human resource management in a company can enhance employees' capabilities, knowledge, and motivation, contributing to the company's principles in sustainable environmental management. Implementing the concept of green human resource management requires strong commitment from both the company and employees. The company needs a strong commitment to environmental sustainability and the application of sustainability principles throughout its management structure. Furthermore, employees working for a company with values focused on environmental conservation are obligated to adhere to and uphold the company's values.

The relationship between employee competencies and the implementation of the green human resource management concept reflects the key role of individuals in supporting sustainable practices in the company's work environment. Human resource competencies, such as employees' understanding of sustainability issues, sustainable skills, and proactive attitudes toward environmental responsibility, directly impact the success of implementing the green human resource management concept.

In-depth understanding of sustainability issues and their impact on daily work helps create strong organizational awareness of sustainability. Human resource skills, such as the ability to identify and implement sustainable practices in their work, significantly contribute to the effectiveness of implementing the green human resource management concept. Employees with these skills can actively participate in the implementation of policies and sustainability programs introduced by company management. Moreover, the proactive attitudes of employees who are conscious of the sustainability principles practiced by the company contribute to creating a company culture that supports the implementation of the green human resource management concept. Employees with proactive competence contribute to sustainable ideas and initiatives, positively impacting their colleagues and the overall work environment.

Thus, human resource competencies not only directly influence the implementation of the green human resource management concept through their participation in sustainable practices but also shape an organizational culture that supports sustainable principles, in this case, the concept of sustainable living that forms the foundation of Green Village Bali's values.

Green Village Bali has a strong foundation in applying sustainability principles through the sustainable living concept. From building design concepts to daily operational activities, everything is done sustainably. Employees at Green Village Bali also possess good competencies, allowing the applied sustainability concept to function effectively. It is the commitment between Green Village Bali and its employees that enables the implementation of 95% of green human resource management indicators.

Tourist Attractions in Russia

Russia boasts numerous tourist attractions, and in this article, the author categorizes Russia's tourist attractions into three types: cultural attractions, natural attractions, and artificial attractions (Pitana, 2009).

The outstanding natural tourist attractions in Russia are as follows:

a. Lake Baikal

Russia is home to the world's deepest lake, Lake Baikal. Shaped like a crescent moon, the lake covers an area of 31,722 km². Surrounded by mountains and hills on all sides, Lake Baikal is a UNESCO World Heritage Site. Lake Baikal holds 85% of the world's freshwater lake supply and 22% of the world's freshwater reserves. During winter, the surface of Lake Baikal freezes, making it a suitable area for skiing (russia.travel). The lake's water is exceptionally transparent, allowing rocks and various objects at a depth of 40 meters to be visible to the naked eye.

b. Chara Sands

Since 2010, Chara Sands has been part of the seven natural wonders of Trans-Baikal. The attraction is a sand desert located at the base of snow-covered mountains, surrounded by icy fields and frozen blue lakes. Chara Sands is situated in the Trans-Baikal region, specifically in the Kalarsky district, accessible by plane or train. Occasionally, wildlife such as bears, red deer, and polar deer can be spotted in the Chara Sands area. Against the backdrop of snow-covered mountains, this attraction creates a beautiful contrast (vokrugsveta.ru).

c. Mount Elbrus

The western peak of Mount Elbrus has an elevation of 5642m, while the eastern peak is 5621m. Mount Elbrus consists of layers of ash, solidified lava, and porous rocks (culture.ru). This tourist attraction is located in the southern part of Russia, on the border of the republics of Kabardino-Balkaria and Karachay-Cherkessia. Although the mountain has not erupted for almost two thousand years, scientists still consider Mount Elbrus as a dormant volcano.

The outstanding cultural tourist attractions in Russia are as follows:

a. Kremlin

The Kremlin is the most famous landmark in Russia, characterized by Slavic architectural style with red-colored walls. This building holds a magical impression, especially during the Cold War era. Located right in the center of Moscow, it is surrounded by 20 towers that once served as surveillance points in the Kremlin area before becoming a historical tourist attraction. Within the Kremlin complex, there are many other attractions, such as Ivanovskaya Square, which features two historical relics that serve as photography objects: the Tsar Cannon and the Tsar Bell. Borovitskaya Tower

houses numerous historical collections from the Russian Empire, including jewelry, royal costumes, and gifts from various friendly countries to Russia. This tower is better known as the Museum of Armory, as it used to be a storage place for weapons (Pitaya, 2017).

b. St. Basil's Cathedral

St. Basil's Cathedral is one of Russia's tourism landmarks. The building looks elegant with walls painted using fresco techniques. The cathedral's domes rest on bricks arranged in a spiral shape and are coated with metal. St. Basil's Cathedral is a national and world monument.

The outstanding artificial tourist attractions in Russia are as follows:

a. The Vodka Museum

The Russian Vodka History Museum is located within the Kremlin complex. Inside the museum, there are over 1000 types of beverages, recipes for 18th-century vodka, advertising posters, photos, and documents from various periods of Russian history. In this museum, visitors can also learn about the technology of vodka preparation and listen to stories about the history of vodka in Russia (vodkamuseum.ru).

b. Moscow Zoo

The Moscow Zoo, located in the heart of the Russian capital, is one of the oldest zoos in Europe. It ranks fourth for the highest number of species in Europe. The zoo preserves and breeds rare animal species, such as the Amur Leopard, Trans-Baikal Pallas's Cat, Sinezaur Crocodile, Zagros Water Skink, and many more (moscowzoo.ru).

International Tourist Arrival Rates

Russia is one of the favorite destinations for the international community, especially from European and Asian countries. Many students from Indonesia pursue education in Russia, often sharing information about the tourist attractions in Russia in the Indonesian language. Consequently, there is a significant amount of information about Russia's tourist attractions available in the Indonesian language.

The political tension between Russia and Ukraine automatically has a substantial impact on tourist visits to Russia. Military emergencies would lead to airports, as the entry points to Russia, becoming more selective and implementing open-close airspace systems for military activities.

Due to the opening of flight borders after the pandemic, tourist visits in January 2022 totaled 782,400 foreign tourist arrivals. The total visits in the following month experienced a decrease of 104,100, placing the total visits in February 2022 at 678,300 foreign tourist arrivals. A drastic decline occurred in March 2022, with a total of 307,100 foreign tourist visits. In the subsequent month, there was an increase of 100 foreign tourist visits, bringing the total to 307,200 visits.

Implementation of Sustainable Living at Green Village Bali

As stated on its official website, Green Village Bali is a globally connected living community comprised of individuals sharing similar interests and goals. The community's focus is on creating a sustainable living environment, which includes the construction of eco-friendly architectural designs for residences, utilization of renewable natural resources, and environmentally friendly waste management practices. According to Miranti (2023), green tourism has successfully supported sustainable tourism through wise environmental management, sustainable natural resource utilization, energy efficiency, and empowering local communities.

The villa complex in Green Village Bali is designed by the Ibuku architecture team, led by Elora Hardy and John Hardy. Ibuku is a team of skilled artisans, architects, engineers, and designers creating homes, structures, and interiors entirely made of bamboo. The Ibuku team crafts functional structures, furniture, and gardens made by Balinese artisans using locally sourced materials. Agrawal and Chakraborty (2022) note in their research that involving the local community in its development is a characteristic of green tourism.

In addition to eco-friendly architectural designs, buildings in Green Village Bali predominantly use bamboo as the main construction material. Bamboo, chosen for its strength equivalent to steel yet remaining flexible and elastic, facilitates its application in architectural designs. The specific type of bamboo used in Green Village Bali is Bambu Petung (Dendrocalamus Asper), sourced from local farmers along the river valley in Bali and Java. Bamboo is chosen not only for its strength but also for its rapid growth and renewability, aligning with the sustainability principles applied by Green Village Bali. Lee (2016) suggests that minimizing the impact of tourism industry development on the surrounding environment is an indicator of implementing green tourism.

As a company committed to sustainability, Green Village Bali has Standard Operating Procedures (SOP) for managing waste from its operational activities. The waste is sorted based on material types such as glass, metal, and paper. For waste processing and recycling, Green Village Bali collaborates with Eco Bali Recycling, a Bali-based company specializing in sustainable waste management.

"Because usually in Indonesia, all waste is combined, whether it's plastic waste, glass, paper, boxes, even diapers, everything is piled together. Our hope with Eco Bali is that all our waste is processed correctly."

(Interview with Febrian, August 24, 2023)

For processing organic waste resulting from villa operational activities, such as leaves, plant cuttings, and food scraps, Green Village Bali collaborates with Urban Compost Bali to convert organic waste into compost used to nurture plants in Green Village Bali.

"So, Urban Compost supports us or helps us in processing leftover food waste or food materials. For example, in our kitchen, there are always vegetable scraps, fruit scraps, or meat scraps, even for satay sticks. From there, they will sort it out, then process it as well as possible, as green as possible. The result of this processing will be sent back to us as compost fertilizer. So, later we can use compost fertilizer for the garden in Green Village."

(Interview with Febrian, August 24, 2023)

The location of Green Village Bali, situated on the banks of the Ayung River and surrounded by bamboo plants, makes it an ideal habitat for mosquitoes to breed. To address this issue, Green Village Bali collaborates with Mosquito Lady Consulting to control mosquito growth using environmentally friendly methods. Unlike conventional mosquito fogging methods that use pesticides and chemicals harmful to the environment, this method is eco-friendly.

"Because our location is adjacent to nature, we cannot completely repel mosquitoes, but we can control their growth. So with Mosquito Lady, we are informed about the selection of good plants, how to clean the pond, good septic tank maintenance, and so on. If all of that is done well, it will automatically minimize mosquito growth. If completely eliminating them is not possible because we are in nature."

(Interview with Febrian, August 24, 2023)

Green Village Bali implements sustainability concepts from building design to daily operational activities, with employees actively involved in adhering to these principles. Laaroussi et al. (2020) state in their research that management in the tourism industry has full control over implementing environmental sustainability principles, especially in operational aspects.

According to Purnomo (2021), the implementation of sustainable concepts and green human resource management in a company has the following positive impacts:

a. Improving employee growth, welfare, and health.

b. Enhancing employee creativity and critical thinking abilities.

c. Attracting more skilled staff due to a better organizational image in society, maintaining skilled staff, and increasing their commitment, incentives, and loyalty to the organization, resulting in improved competitive advantages.

d. Reducing water and energy consumption, decreasing paper usage, reducing waste, and even recycling for use as fertilizer, all of which reduce costs.

e. Mitigating the environmental degradation effect.

f. Establishing a green work environment.

g. Promoting green culture and lifestyle in society.

4. Conclusion

Employees working at Green Village Bali possess excellent knowledge, skills, and attitudes. This achievement is a result of the human resource management selection process at Green Village Bali, which maintains standards for the experience and education backgrounds of employees aligned with the required fields. Additionally, Green Village Bali employees receive training materials tailored to the unique characteristics of the working environment at Green Village Bali, which differs from typical accommodation businesses. The location of the Green Village Bali villa complex on the banks of the Ayung River and the predominant use of bamboo as a construction material set competency standards for employees working in line with these environmental conditions.

Green Village Bali has effectively implemented the concept of green human resource management by achieving a 95% indicator implementation rate. This includes Green Human Resources Planning, Green Job Design and Analysis, Green Recruitment, Green Selection, Green Induction, Green Training, Green Performance Evaluation, Green Health and Safety Management, and Green Employee Discipline. The successful implementation of this concept is possible because the management of Green Village Bali embraces the concept of sustainable living, from planning and construction to daily operational activities.

Regarding the Green Human Resource Management indicator that has not been implemented, Green Reward Management, the management can implement this indicator by rewarding employees who exhibit commendable environmental conservation performance. Awards can be given in financial or non-financial forms, such as the Employee of the Month award or incentives in the form of money or goods. Providing these awards can enhance the motivation of Green Village Bali employees.

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