

Judul : Peran Green HRM Dalam Memediasi Pengaruh
Kepemimpinan Terhadap Kinerja Hotel Berbintang di
Wilayah Kuta, Bali

Nama : Agus Satyananda Mastra

NIM : 23311601018

Konsentrasi : Manajemen Sumber Daya Manusia

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan terhadap kinerja karyawan hotel berbintang di Kuta, Bali, dengan *Green Human Resource Management* (Green HRM) sebagai variabel mediasi. Penerapan Green HRM sangat penting dalam industri perhotelan karena mampu meningkatkan motivasi, keterlibatan, dan kinerja karyawan sekaligus mendukung keberlanjutan organisasi. Kepemimpinan yang efektif diharapkan tidak hanya memengaruhi kinerja secara langsung, tetapi juga melalui penguatan praktik ramah lingkungan.

Metode penelitian yang digunakan adalah kuantitatif dengan pendekatan survei. Sampel penelitian terdiri atas 91 karyawan dari lima hotel berbintang yang telah menerapkan Green HRM, dipilih dengan teknik purposive sampling. Instrumen berupa kuesioner dengan skala Likert 1–5 yang telah diuji validitas dan reliabilitasnya. Analisis data dilakukan menggunakan Structural Equation Modeling–Partial Least Squares (SEM-PLS).

Hasil penelitian menunjukkan bahwa kepemimpinan berpengaruh positif dan signifikan terhadap Green HRM, dan Green HRM berpengaruh positif terhadap kinerja karyawan. Lebih lanjut, Green HRM terbukti memediasi secara signifikan pengaruh kepemimpinan terhadap kinerja karyawan, dengan kontribusi mediasi sebesar 30,6% dari total pengaruh. Artinya, semakin baik praktik Green HRM yang dijalankan hotel, semakin kuat pula dampak kepemimpinan terhadap peningkatan kinerja. Sementara sisanya sekitar 70% berasal dari pengaruh tidak langsung kepemimpinan maupun faktor lain di luar model penelitian.

Kesimpulannya, Green HRM berperan penting sebagai jembatan strategis antara kepemimpinan dan kinerja karyawan. Penerapan Green HRM yang konsisten dapat menciptakan lingkungan kerja produktif, bermakna, dan berkelanjutan.

Saran penelitian ini adalah agar manajemen hotel memperkuat program pelatihan hijau, sistem penghargaan ramah lingkungan, dan partisipasi karyawan dalam pengambilan keputusan terkait keberlanjutan, sehingga kinerja organisasi dan daya saing industri perhotelan semakin optimal.

Kata Kunci: *Green HRM, Kepemimpinan, Kinerja Hotel, Manajemen, Kuta Bali*

Title : *The Role of Green HRM in Mediating the Influence of Leadership on the Performance of Star-Rated Hotels in the Kuta Area, Bali*

Name : Agus Satyananda Mastra

NIM : 23311601018

Consentration : *Human Resource Management*

ABSTRACT

This study aims to analyze the effect of leadership on the performance of employees at star-rated hotels in Kuta, Bali, with Green Human Resource Management (Green HRM) as a mediating variable. The application of Green HRM is very important in the hospitality industry because it can increase employee motivation, engagement, and performance while supporting organizational sustainability. Effective leadership is expected to not only directly influence performance but also through the strengthening of environmentally friendly practices.

The research method used is quantitative with a survey approach. The research sample consists of 91 employees from five star-rated hotels that have implemented Green HRM, selected using purposive sampling. The instrument is a questionnaire with a 1–5 Likert scale that has been tested for validity and reliability. Data analysis was performed using Structural Equation Modeling–Partial Least Squares (SEM-PLS).

The results of the study indicate that leadership has a positive and significant effect on Green HRM, and Green HRM has a positive effect on employee performance. Furthermore, Green HRM was found to significantly mediate the influence of leadership on employee performance, with a mediation contribution of 30.6% of the total influence. This means that the better the Green HRM practices implemented by hotels, the stronger the impact of leadership on performance improvement. The remaining 70% came from the indirect influence of leadership and other factors outside the research model.

In conclusion, Green HRM plays an important role as a strategic bridge between leadership and employee performance. Consistent implementation of Green HRM can create a productive, meaningful, and sustainable work environment.

The recommendation of this study is for hotel management to strengthen green training programs, environmentally friendly reward systems, and employee participation in decision-making related to sustainability, so that organizational performance and the competitiveness of the hospitality industry can be optimized.

Keywords: *Green HRM, Leadership, Hotel Performance, Management, Kuta Bali*