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Saving Paradise: A Culturally-Embedded GHRM Framework for Promoting Employee Sustainability in Bali's Crisis-Hit Tourism Sector

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ABSTRACT

The rapid growth of Bali's tourism industry—long admired as a tropical paradise—has created a sustainability paradox: while boosting economic development, it has simultaneously strained ecological resources and undermined cultural heritage. Existing Green Human Resource Management (GHRM) frameworks often overlook local values that are essential for sustainable practices in culturally embedded and crisis-sensitive island contexts. This study investigates how culturally grounded GHRM and Green Transformational Leadership (GTL), framed by the indigenous Tri Hita Karana philosophy, influence Employee Green Behaviour (EGB) and Environmental Performance (EP) in Bali's tourism sector. Using a quantitative approach with data from 385 tourism employees, the model was tested through Partial Least Squares Structural Equation Modelling (SmartPLS 4.0). Results indicate that GHRM and GTL significantly affect both EGB and EP, with EGB serving as a partial mediator in both relationships. Cultural alignment significantly amplifies green behaviours and environmental performance. The study introduces a novel, culturally embedded GHRM framework that integrates leadership, HRM, and sustainability within the socio-spiritual context of Balinese tourism. Theoretically, it expands the application of green HRM by integrating indigenous philosophy; practically, it offers a scalable model for tourism-based economies seeking to harmonize economic, environmental, and cultural sustainability. While the cross-sectional, single-region design limits broader generalizability, this research provides a foundation for future comparative studies across culturally rich destinations.

Keywords: *GHRM, Green Leadership, Sustainability, Employee Behaviour, Bali Tourism*

INTRODUCTION

The global tourism industry drives economic growth (Peng et al., 2023), but also contributes to environmental degradation, cultural commodification, and social inequity in host destinations (Dwyer, 2023). Nowhere is this paradox more evident than in Bali, Indonesia once hailed as a 'paradise on earth' for its pristine landscapes and deeply spiritual culture (I Putra et al., 2024). Now grappling with overtourism, plastic-choked rivers (Mirjam & Pattiaratchi, 2024), and cultural erosion (Rosalina et al., 2025). Tourism contributes approximately 60–70% of Bali's GDP (EuroBali, 2024), yet the island faces increasing challenges in reconciling economic growth with ecological balance and cultural integrity (Wiryawan, 2024). Green Human Resource Management (GHRM) offers a promising avenue to realign organizational practices with sustainability objectives (Abhisha & Melvin, 2024). However, most existing GHRM models are grounded in Western corporate frameworks and fail to consider the unique socio-cultural and ecological realities of culturally rich, crisis-prone island economies like Bali. The COVID-19 pandemic underscored the vulnerability of tourism-dependent economies like Bali, where the sudden halt in international travel devastated livelihoods and exposed systemic fragilities in employment structures, ecological protections, and crisis governance (Figueroa B. & Rotarou, 2021; Pedersen et al., 2024). In this crisis-hit context, the urgency for integrating sustainability into human resource systems became more pronounced. Many

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tourism enterprises reevaluated their operational priorities, revealing a growing openness to long-term resilience strategies such as Green Human Resource Management (GHRM). Rather than viewing green practices as optional or reputational, the pandemic repositioned them as critical to survival, particularly in culturally embedded systems where tourism is tightly interwoven with social identity and environmental heritage.

Moreover, the crisis catalyses a shift in employee priorities. As job insecurity increased, so did expectations for organizational practices that demonstrate moral responsibility, environmental stewardship, and cultural respect. Employees became more receptive to green training and sustainability-linked roles when these were framed not merely as corporate compliance, but as pathways to community resilience and spiritual alignment under frameworks like Tri Hita Karana. Thus, in Bali's post-pandemic recovery, GHRM is no longer just a vehicle for ecological performance it is emerging as a strategic necessity for rebuilding trust, safeguarding livelihoods, and aligning organizational culture with community-led recovery.

Specifically, they overlook how indigenous philosophies such as Tri Hita Karana, which emphasize harmony between people, nature, and spirituality, can serve as a foundation for sustainable organizational behavior (Tim Mimbar Hindu, 2022).

Bali's post-pandemic tourism recovery has reignited longstanding sustainability issues, such as overcrowded temples, water shortages threatening subak irrigation systems (Figueroa B. & Rotarou, 2021), and tensions between commercial tourism enterprises and local communities (Pedersen et al., 2024). Although GHRM practices such as green training and sustainability-linked performance appraisals have gained traction in manufacturing and hospitality sectors, their implementation in culturally embedded tourism settings remains underexplored. Prior studies (Alherimi et al., 2024; Chiarini & Bag, 2024; Gazi et al., 2025; Yoo, 2024) largely focus on industrialized or Western contexts, neglecting how indigenous values like Tri Hita Karana could transform GHRM frameworks.

Another critical gap lies in the lack of multi-stakeholder perspectives. Many studies isolate employee behavior, tourist attitudes, or community involvement without recognizing their interdependence. For example, while

hotel staff may lead waste reduction initiatives (BHA, 2023), such efforts are unsustainable without tourist cooperation or supportive policy frameworks. Similarly, Balinese village leaders decry the erosion of adat (customary law) in tourism planning (Suhartana et al., 2024), yet few studies integrate these community voices into HRM strategies. Even culturally grounded research often suffers from limited sample sizes and restricted scopes reducing generalizability (Widiantari et al., 2024). To address these gaps, this study proposes a culturally embedded GHRM framework tailored to Bali's tourism sector. Grounded in Tri Hita Karana, the framework conceptualizes GHRM as an interconnected system where cultural values shape employee behavior, community engagement drives accountability, and tourist experiences contribute to sustainability outcomes. This holistic model emphasizes a feedback loop in which ecological actions reinforce community resilience and enhance long-term environmental stewardship (Irina Mildawani et al., 2024). Accordingly, the objectives of this study are:

- 1) To analyse how GHRM practices can be redesigned to reflect Balinese cultural values and address urgent environmental challenges in the tourism sector.
- 2) To examine the mediating role of Employee Green Behaviour (EGB) in translating GHRM and Green Transformational Leadership (GTL) strategies into measurable environmental outcomes.
- 3) To assess how community-led initiatives and local wisdom amplify or constrain the effectiveness of GHRM.
- 4) To develop a culturally embedded and scalable GHRM framework applicable to other tourism-reliant, crisis-vulnerable island economies.

Green Human Resource Management (GHRM) refers to the strategic integration of environmental concerns into HR policies and practices. Rooted in the Ability-Motivation-Opportunity (AMO) theory, such as conceptualization, measurement, and interactions (Bos-Nehles et al., 2023), GHRM enhances environmental performance by equipping employees with the skills (ability), incentives (motivation), and platforms (opportunity) to engage in pro-environmental behavior. Empirical studies consistently link GHRM practices such as green recruitment, green training, and performance-linked sustainability incentives to improvements in both Employee Green Behaviour (EGB) and Environmental Performance (EP) (Gupta & Kaur, 2024).

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From the Resource-Based View (Barney, 1991), GHRM constitutes a unique organizational capability that is valuable, rare, and difficult to replicate, thereby contributing to sustained competitive advantage. Studies by Su et al. (2024) and Abedelrahim et al. (2024) demonstrate that GHRM enhances EP via green innovation, awareness, and employee behavior. Ahmad et F. Ahmad et al. (2023) emphasize that green knowledge sharing serves as a vital link between HRM policies and sustainability outcomes.

Green Transformational Leadership (GTL) adapts Transformational Leadership Theory Bass & Avolio (1994) by embedding environmental vision, inspiration, and individualized consideration into leadership behavior. GTL enhances EGB by aligning personal and organizational sustainability goals (Asante, 2024; Perez et al., 2023). Studies show that GTL amplifies GHRM effects, particularly through emotional mechanisms like environmental passion and green self-efficacy (Tu et al., 2023).

The Norm Activation Theory by Schwartz (1977) provides a psychological foundation for Employee Green Behaviour (EGB), emphasizing that pro-environmental actions stem from the activation of personal norms, particularly when individuals become aware of environmental consequences and feel a sense of moral obligation. In the context of Balinese culture, these personal norms are not developed in isolation but are deeply embedded in spiritual values (Parahyangan), social harmony (Pawongan), and ecological awareness (Palemahan) as conceptualized in Tri Hita Karana. For instance, GHRM practices such as green training and involvement do more than provide technical knowledge they internalize environmental stewardship as a sacred responsibility aligned with Parahyangan, enhancing the moral salience of green actions. Thus, EGB functions as the behavioural conduit through which culturally and spiritually grounded organizational policies and leadership manifest in environmental outcomes (Abedelrahim et al., 2024; Zacher et al., 2023). Both GHRM and GTL activate these personal and spiritual norms, thereby influencing EGB, which in turn mediates their impact on EP, as confirmed in studies (J. Ahmad et al., 2023; He et al., 2023; Perez et al., 2023).

At the core of this study lies Tri Hita Karana, the indigenous Balinese philosophy promoting harmony in three dimensions: with God (Parahyangan), with fellow

humans (Pawongan), and with nature (Palemahan). It provides not just cultural legitimacy but also an ethical and spiritual foundation for sustainability. As explained by (Tim Mimbar Hindu, 2022), The Tri Hita Karana principles resonate deeply with environmental ethics, emphasizing stewardship, mutual respect, and spiritual alignment. Integrating this philosophy into GHRM and leadership practices allows for a culturally resonant transformation of organizational sustainability.

By synthesizing AMO theory, RBV, Transformational Leadership Theory, and Norm Activation Theory within the framework of Tri Hita Karana, this study builds a culturally embedded, theoretically robust model for advancing sustainability in tourism. This not only fills key gaps in the mainstream GHRM literature but also offers practical guidance for tourism-based economies navigating post-crisis recovery and cultural preservation. Drawing from both theoretical frameworks and real-world evidence, this study proposes the following hypotheses, which are visually represented in Figure 1.

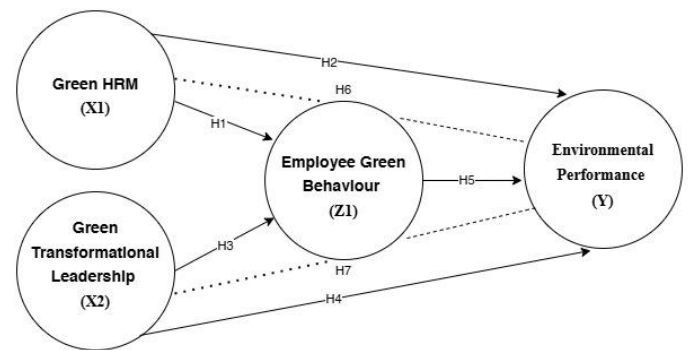


Figure 1. Conceptual Framework
 Source: Data Analysis 2025

H1: Green Human Resource Management (GHRM) practices have a positive and significant effect on Employee Green Behaviour (Gupta & Kaur, 2024; Ma et al., 2024; Uslu et al., 2023; Zhu et al., 2021). This hypothesis is culturally grounded in *Palemahan*, the THK pillar emphasizing harmony with nature. When green HRM practices align with this principle, employees perceive environmental behaviour not only as a policy requirement but also as a moral-cultural obligation to protect Bali's sacred environment.

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H2: Green Human Resource Management (GHRM) practices have a positive and significant effect on Environmental Performance (Abdelrahim et al., 2024; Aggarwal & Agarwala, 2023; F. Ahmad et al., 2023; Su et al., 2024). The linkage reflects *Parahyangan* and *Palemahan* values, where environmental actions are understood as both spiritual devotion and ecological responsibility. GHRM thus becomes a vehicle for ecological worship and stewardship in Balinese cultural logic.

H3: Green Transformational Leadership (GTL) has a positive and significant effect on Employee Green Behaviour (Alreahi et al., 2022; Asante, 2024; Perez et al., 2023; Tu et al., 2023). This hypothesis is underpinned by *Pawongan*, which emphasizes leadership as service and social harmony. Green leaders who model eco-behaviors reflect the role of *pemangku* (spiritual custodians), inspiring collective green behavior through culturally respected moral authority.

H4: Green Transformational Leadership (GTL) has a positive and significant effect on Environmental Performance (F. Ahmad et al., 2023; Asante, 2024; Faisal, 2023; Perez et al., 2023). Rooted in *Parahyangan* and *Pawongan*, this hypothesis highlights that spiritually-aligned leaders not only motivate but sanctify environmental actions as part of a shared community ethic, thereby enhancing overall environmental performance.

H5: Employee Green Behaviour has a positive and significant effect on Environmental Performance (Abdelrahim et al., 2024; X. Liu & Yu, 2023; Su et al., 2024; Zacher et al., 2023). EGB is a cultural manifestation of *Palemahan*, where environmentally conscious behavior is part of *ngayah* (voluntary community service) and reflects a duty to maintain balance with nature. Thus, green behavior extends beyond compliance to become cultural preservation.

H6: Employee Green Behaviour mediates the relationship between Green HRM and Environmental Performance (Abdelrahim et al., 2024; F. Ahmad et al., 2023; He et al., 2023). This mediation reflects the THK-integrated process: GHRM policies (institutional) translate into behavior (individual) aligned with *Palemahan*, ensuring that spiritual and ecological harmony are achieved through culturally embedded mechanisms.

H7: Employee Green Behaviour mediates the relationship between Green Transformational Leadership and

Environmental Performance (Asante, 2024; Perez et al., 2023; Tu et al., 2023). This hypothesis reflects *Pawongan* and *Palemahan* in concert: leadership rooted in cultural values stimulates green behavior that, in turn, enhances environmental outcomes—framing sustainability as a relational and moral ecosystem.

This research instrument evaluates the variables of a culturally embedded GHRM framework for driving employees in sustainability in Bali's crisis-hit tourism sector.

GHRM is assessed through indicators such as green recruitment and selection, green training and development, and green involvement and empowerment (F. Ahmad et al., 2023; Faisal, 2023; Gupta & Kaur, 2024; Munawar et al., 2022; Su et al., 2024; Xie & Lau, 2023).

GTL is assessed through indicators such as idealized influence (green role modelling), inspirational motivation, intellectual stimulation, and individualized consideration (F. Ahmad et al., 2023; Alreahi et al., 2022; Asante, 2024; Faisal, 2023; Perez et al., 2023).

EGB is assessed through indicators such as task-related green behaviour, voluntary green behaviour, eco-friendly resource use, and advocacy for sustainability (F. Ahmad et al., 2023; Alreahi et al., 2022; Asante, 2024; Faisal, 2023; Perez et al., 2023; Tu et al., 2023).

EP is assessed through indicators such as waste reduction, energy efficiency, water conservation, and ecological footprint minimization (Abdelrahim et al., 2024; Aggarwal & Agarwala, 2023; F. Ahmad et al., 2023; Ding et al., 2023; Han et al., 2023; R. Liu et al., 2023; Parida et al., 2023; Su & Hahn, 2025).

METHODOLOGY

This study adopted a quantitative research design, utilizing a survey method to gather primary data. A standardized questionnaire was constructed to assess four key constructs: Green Human Resource Management (GHRM), Green Transformational Leadership (GTL), Employee Green Behaviour (EGB), and Environmental Performance (EP). Each item in the questionnaire was measured using a 5-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"), allowing for the capture of respondent perceptions and attitudes toward green practices within the tourism sector (Tullis & Albert, 2013). Given the cross-sectional and self-reported nature of the survey, Common Method Bias (CMB) was

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acknowledged as a potential limitation. To mitigate CMB at the procedural level, several strategies were implemented: (1) anonymity and confidentiality of responses were ensured to reduce social desirability bias; (2) questions were carefully structured and grouped by construct to reduce ambiguity and respondent fatigue; (3) question order was varied, and negatively and positively worded items were mixed to avoid response patterns. At the statistical level, Harman's single-factor test was conducted, revealing that no single factor accounted for the majority of the variance, suggesting CMB was not a serious threat. Moreover, the use of a complex structural model and Partial Least Squares-SEM (PLS-SEM), which is less sensitive to CMB due to its ability to model measurement error, further alleviates concern about method bias (Hair, J. F. et al., 2019). These precautions collectively strengthen the methodological rigor of the study. Data collection was conducted over eleven months, spanning from April 2024 to March 2025. Both online and offline distribution channels were employed to maximize reach and response rates across Bali's tourism workforce. A stratified sampling technique was implemented to ensure that the sample proportionally represented various types of tourism establishments, thus maintaining the heterogeneity of the population. According to data from the Bali Hotel Association (BHA, 2025), the total population of tourism employees in Bali was estimated at 31,262. The sample size was calculated using Cochran's formula (Cochran, 1977), with a 95% confidence level ($Z = 1.96$), a proportion estimate (p) of 0.5, and a margin of error (e) of 0.05. Sample size determination followed Cochran's formula: Cochran's Formula:
 $Z = 1.96$ (95% confidence level),
 $p = 0.5$ (maximum variability),
 $e = 0.05$ (margin of error)
 $n_0 = (Z^2 * p * (1-p)) / e^2 = 384.16 \approx 385$ respondents
 This formula was chosen to accommodate the population heterogeneity and ensure representativeness in a culturally and environmentally diverse context. Data analysis was conducted using Partial Least Squares Structural Equation Modelling (PLS-SEM) via SmartPLS 4.0. The analytical process followed a two-stage approach. First, the measurement model was assessed for construct validity, including internal consistency (composite reliability ≥ 0.7) and convergent validity (average variance extracted ≥ 0.5) as recommended (Hair, J. F. et al., 2019).

Second, the structural model was tested to examine relationships among variables. Key indicators included path coefficients, coefficients of determination (R^2), and effect sizes (f^2). Mediation effects were tested using the procedures of Baron & Kenny (1986) and Hayes (2022), with significance assessed at the 0.05 alpha level. These methods allowed for evaluating both direct and indirect effects, particularly the mediating role of EGB and the moderating influence of Bali's cultural context. The analytical framework was designed to align with the four research objectives, providing insights into how culturally adapted GHRM and GTL practices can influence sustainability behaviour's and outcomes in Bali's tourism sector and beyond.

RESULT AND DISCUSSION

RESULT

Respondent Demographics

Table 1 provides demographic information on respondents, including gender, age, education, and employment type. These diverse profiles represent various roles across Bali's tourism sector, enhancing the contextual relevance of the results without repeating detailed counts already listed in the table.

Table 1. Employees Demographics in Bali's Tourism Sector

Category	Subgroup	%	Sample
Age	18–25 years	20	77
	26–35 years	35	135
	36–45 years	25	96
	46+ years	20	77
Gender	Female	50	193
	Male	50	192
Education Level	High School/Vocational	40	154
	Bachelor's Degree	45	173
	Postgraduate Degree	15	58
	Community Leaders	5	19
Job Role	Frontline Employees	60	231
	Supervisory/Middle Management	25	96
	Senior Management/Executives	10	39
	Work Experience		
Work Experience	<1 year	10	39
	1–5 years	40	154
	6–10 years	30	116

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	>10 years	20	77
Geographic Distribution	South Bali (Kuta, Seminyak, Legian, Canggu, Jimbaran, Nusa Dua, Sanur, Uluwatu, and Uluwatu, and Denpasar)	50	193
	Central Bali (Ubud, Gianyar, Bangli, Tabanan, Payangan, and Tampaksiring)	30	116
	North/East Bali (Amed, Tulamben, Candidasa, Karangasem, Singaraja, Lovina)	20	76
Sector Representation	Hotels/Resorts	50	193
	Travel Agencies	30	116
	Cultural/Heritage Sites	20	76
Total		385	

Source: Data Analysis 2024-2025

Culturally, community representatives were included to acknowledge Bali's traditional governance structures like neighbourhood Banjar councils, which significantly influence local sustainability initiatives. Geographically, the sample captures regional diversity with proportional representation of Bali's primary tourism zones. A stratified sampling approach distributed participants across regions, sectors, and roles, with survey invitations exceeding the target sample to accommodate potential non-responses. Eligibility required at least six months of tourism sector experience, covering both formal and informal enterprises to ensure broad representation. This methodology balances socio-ecological context with scientific rigor.

Validity and Reliability Assessment

To examine the dependability of its measuring model, this study initially looked at individual item loadings that were more than 0.708 (Hair. J. F. et al., 2019). This study found that each question accurately assesses its target construct. As illustrated in Figure 2, all items loading discovered this condition. The total dependability of each construct was assessed using composite reliability (CR). The measurements exceeded the required 0.7 threshold. This rigorous evaluation method proves the measuring model's reliability. It ensures that the constructs are measured correctly and consistently (Hair. J. F. et al., 2019).

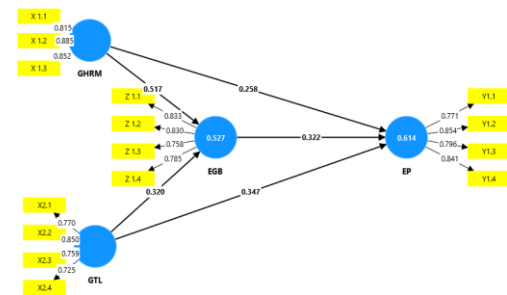


Figure 2. Structural Equation Model
Source: Data Analysis SmartPLS 4. 2025

Following the confirmation of measurement reliability, the study proceeded to evaluate convergent validity by analysing the Average Variance Extracted (AVE). This step ensured that each item accurately represented the intended construct. Consistent with the threshold suggested by (Hair. J. F. et al., 2019), all constructs demonstrated AVE values exceeding 0.5. To further validate the results, a bootstrapping procedure with 5,000 sub-samples was applied to test the statistical significance of the item loadings. This approach, as recommended by (Hair. J. F. et al., 2019), reinforced the robustness of the measurement model's reliability and validity. As shown in Table 2, all items significantly loaded onto their respective constructs with a confidence level of 99.9%.

Table 2. Results of Model Constructs

Variable/Indicator	Loading	Alpha	CR	AVE
Green Human Resource Management (GHRM)		0.810	0.810	0.725
Green Recruitment & Selection	0.815			
Green Training & Development	0.885			
Green Involvement & Empowerment	0.852			
Green Transformational Leadership (GTL)		0.781	0.787	0.604
Idealized Influence (Green Role Modelling)	0.770			
Inspirational Motivation	0.850			
Intellectual Stimulation	0.759			
Individualized Consideration	0.725			

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Employee Behaviour (EGB)			0.815	0.815	0.644
Task-Related Behaviour	Green	0.833			
Voluntary Behaviour	Green	0.830			
Eco-Friendly Use	Resource	0.758			
Advocacy Sustainability	for	0.785			
Environmental Performance (EP)			0.832	0.837	0.666
Waste Reduction		0.771			
Energy Efficiency		0.854			
Water Conservation		0.796			
Ecological Minimization	Footprint	0.841			

Source: Data Analysis SmartPLS 4. 2025

This study utilized thorough methodological processes to establish the reliability and validity of its constructs. Two well-established techniques were employed to ensure discriminant validity. First, the Fornell-Larcker criterion was applied appropriately to confirm that the questionnaire measured distinct concepts. This approach evaluates whether each construct explains its items better than it correlates with other constructs, ensuring each measures a unique concept (Fornell & Larcker, 1981). Second, the Heterotrait-Monotrait Ratio (HTMT) was computed to assess the constructs' uniqueness further. The findings revealed that each construct's Average Variance Extracted (AVE) surpassed the required threshold, and all HTMT values were below the recommended limit of 0.90 (Henseler et al., 2015). Consequently, the questionnaire underwent a comprehensive evaluation, affirming its quality and precision. These rigorous assessments bolster the reliability and validity of the results presented in Table 3 below.

Table 3. Discriminant Validity of Constructs

Fornell-Larcker	EGB	EP	GHRM	GTL
EGB	0.802			
EP	0.691	0.816		
GHRM	0.669	0.639	0.851	
GTL	0.565	0.652	0.474	0.777
Heterotrait-Monotrait				
EGB				
EP	0.836			
GHRM	0.819	0.772		

GTL	0.705	0.802	0.586
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Source: Data Analysis SmartPLS4 2025

This research utilized a mediation analysis to explore the indirect effects of specific variables. The analysis was based on well-established methodologies (Baron & Kenny, 1986; Hayes, 2022).

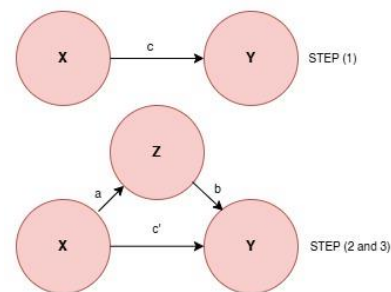


Figure 3. Conceptual and Analytical Model of Simple Mediation

Source:(Hayes, 2022)

The mediation analysis follows a structured approach (Figure 3) to examine the relationship between the independent variable (X: GHRM and GTL), the mediator (Z: Employee Green Behaviour), and the dependent variable (Y: Environmental Performance). Initially, Step 1 evaluates the direct effect of X on Y using the regression model ($X \rightarrow Y$). The significant coefficient c ($p < 0.05$) confirms that GHRM and GTL have a total effect on Environmental Performance without considering the mediator.

In Steps 2 and 3, the focus shifts to the mediation pathway. Step 2 investigates whether X influences Z (Employee Green Behaviour), represented by the arrow from X to Z. The significant coefficient a ($p < 0.05$) demonstrates that GHRM and GTL positively affect Employee Green Behaviour.

Finally, Step 3 examines the combined effects of X and Z on Y. This involves two key components: the effect of Z on Y (coefficient b) and X's adjusted direct effect (coefficient c'). The significant coefficient b ($p < 0.05$) indicates that Employee Green Behaviour drives Environmental Performance. Additionally, the non-significant c' ($p > 0.05$) suggests that the initial effect of X on Y is fully mediated by Z, indicating complete mediation. Thus, the influence of GHRM and GTL on Environmental Performance operates entirely through its impact on Employee Green Behaviour.

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Structural Model

Collinearity must be assessed before analysing the model's inter-structural linkages to provide unbiased regression findings. To minimize multicollinearity problems, the Variance Inflation Factor (VIF) should preferably be less than 3 (Hair. J. F. et al., 2019). All VIF values were significantly lower than this threshold in our investigation, indicating no collinearity difficulties Table 4. A bootstrap procedure with 5,000 iterations was conducted Test the structural model to establish the significance of indicators and path coefficients (Tibbe & Montoya, 2022). Before hypothesis testing, the quality of the outer model was rigorously assessed state that R^2 Values of 0.75, 0.50, and 0.25 imply significant, moderate, and weak explanatory power, while values exceeding 0.90 may suggest overfitting (Hair. J. F. et al., 2019). The findings revealed that the R^2 for Employee Green Behaviour was 0.527, indicating that Green Human Resource Management (GHRM) and Green Transformational Leadership explain 52.7% of its variability. For Environmental Performance, the R^2 was 0.614, demonstrating that Employee Green Behaviour accounts for 61.4% of its variability, reflecting the model's moderate explanatory power. Effect sizes (f^2) were evaluated using thresholds of 0.02 for small, 0.15 for moderate, and 0.35 for significant effects (Hair. J. F. et al., 2019). The m significant effect was observed in the relationship between GHRM and Employee Green Behaviour, with an f^2 value of 0.439, signifying a strong effect. Meanwhile, the impact of GHRM on Environmental Performance ranged from small to large, with f^2 values between 0.093 and 0.439. Finally, the model's predictive ability was assessed using Stone-Geisser's Q^2 (Hair. J. F. et al., 2019). Table 4 indicates that all Q^2 values are more significant than zero, confirming the model's predictive relevance and reliability in explaining key constructs.

Table 4. Examining the Structured Model

Linkag -es	β	R^2 Expl- ained	R^2 Adju- -sted	f^2	Q^2	VIF
GHRM -> EGB	0.517			0.439		1.290
		0.527	0.525		0.523	
GHRM -> EP	0.258			0.093		1.856

GTL ->	0.320			0.168		1.290
EGB						
GTL ->	0.347	0.614	0.611	0.208	0.561	1.507
EP						
EGB ->	0.322			0.127		2.115
EP						

Source: Data Analysis SmartPLS4 2025

Figure 4 and Table 5 show that Green Human Resource Management (GHRM) significantly promotes Employee Green Behaviour (EGB) ($\beta = 0.517$, $t = 13.354$) and Environmental Performance (EP) ($\beta = 0.426$, $t = 10.502$). This result supports hypotheses H1 and H2. Green Transformational Leadership (GTL) had a favourable impact on Employee Green Behaviour (EGB) ($\beta = 0.321$, $t = 8.464$) and Environmental Performance (EP) ($\beta = 0.450$, $t = 10.719$), corroborating H3 and H4. Employee Green Behaviour (EGB) significantly impacts Environmental Performance (EP) ($\beta = 0.322$, $t = 5.954$), validating Hypothesis 5.

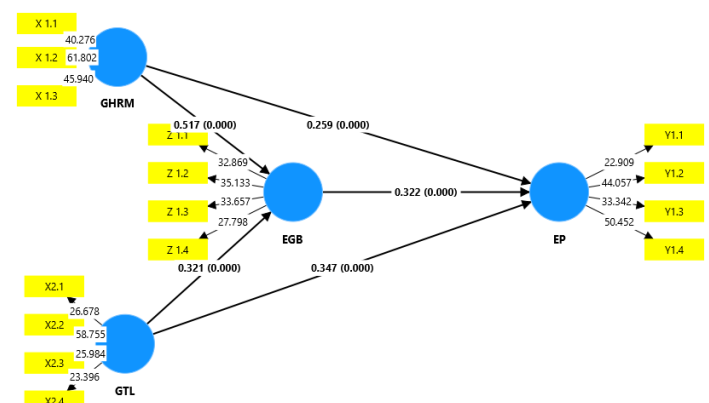


Figure 4. Structural Equation Models' Test Results

Source: Data Analysis SmartPLS4 2025

Employee Green Behaviour (EGB) serves as a partial mediator in the link between Green Human Resource Management (GHRM), Green Transformational Leadership (GTL), and Environmental Performance (EP). While EGB significantly transmits the effects of GHRM and GTL to EP, the mediation is not full. This suggests that additional unmeasured factors or direct mechanisms may be influencing EP independently of EGB. Such factors could include external compliance pressures (e.g., government CHSE mandates), technological interventions (e.g., smart waste systems), or organizational green

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certifications that directly influence performance metrics without necessitating employee behaviour changes.” For instance, organizations may implement eco-friendly technologies or comply with external environmental regulations that enhance EP without necessarily altering employee behaviour. Similarly, direct leadership decisions such as strategic investments in renewable energy—can impact environmental outcomes irrespective of behavioural change. The persistence of direct paths (c’ values remaining significant in Table 5) implies that structural-level or managerial-level decisions bypass behavioural mediation. This aligns with studies such as Su & Hahn (2025) and He et al. (2023), which highlight that leadership and HR strategies can exert top-down environmental influence, especially when eco-performance metrics are institutionalized. Future models may benefit from integrating organizational climate, technological enablers, or policy frameworks as potential parallel mediators or moderators to fully capture these pathways.

Table 5. The Results Of The Hypothesis Test

No	Hypothesis	(β)	T Value	P Value	Sig?
1	GHRM (X1) - > EGB (Z1)	0.517	13.354	0.000	Yes
2	GHRM (X1) - > EP (Y)	0.426	10.502	0.000	Yes
3	GTL (X2) -> EGB (Z1)	0.321	8.464	0.000	Yes
4	GTL (X2) -> EP (Y)	0.450	10.719	0.000	Yes
5	EGB (Z1) -> EP (Y)	0.322	5.954	0.000	Yes
6	GHRM (X1) - > EGB (Z1) -> EP (Y)				Yes Partial Mediation
i.	GHRM (X1) -> EP (Y) (c)	0.644	18.140	0.000	
ii.	GHRM (X1) -> EGB (Z1) (a)	0.672	19.951	0.000	
iii.	GHRM (X1) -> EGB				

	(Z1)-> EP (Y) EGB (Z1) -> EP (Y)	0.474	8.849	0.000	
	(b) GHRM (X1) -> EP (Y) (c’)	0.322	6.093	0,000	
7	GTL (X2) -> EGB (Z1) -> EP (Y)				Yes Partial Mediation
i.	GTL (X2) -> EP (Y) (c)	0.622	18.284	0.000	
ii.	GTL (X1) -> EGB (Z1) (a)	0.572	13.812	0.000	
iii.	GTL (X1) -> EGB (Z1)-> EP (Y) (b) GTL (X1) -> EP (Y) (c’)	0.478	10.049	0.000	
		0.379	7.580	0,000	

Source: Data Analysis SmartPLS4 2025

Beyond internal organizational impacts, the study holds broader implications for community engagement and tourist behaviour. When tourism enterprises embrace GHRM and GTL practices grounded in Tri Hita Karana, the spillover effect extends beyond employees. Community members, particularly through banjar (neighbourhoods councils), often observe and participate in joint environmental programs—ranging from temple-based cleanups to plastic bans in customary markets. These collaborations enhance local accountability and embed sustainability in the socio-religious fabric. Moreover, tourists exposed to culturally embedded green practices—such as ritualized waste sorting or THK-informed hospitality training—are more likely to internalize sustainable choices and deepen their appreciation for Bali’s cultural values. As a result, GHRM becomes not just an HR

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function but a community-facing sustainability strategy, influencing how visitors perceive, participate in, and respect local ecological and spiritual norms.

DISCUSSION

Green Human Resource Management, Employee Green Behaviour, and Environmental Performance

The robust linkage between GHRM, EGB, and EP underscores the transformative potential of culturally resonant sustainability practices. In Bali's tourism sector, where Tri Hita Karana (THK) philosophy permeates daily life, GHRM practices like green training (loading: 0.885) transcend technical skill-building. They become vehicles for reinforcing Parahyangan (spiritual harmony) by framing environmental stewardship as a sacred duty (dharma). This cultural alignment explains why employees exhibit stronger EGB when GHRM integrates THK principles, as seen in the high mediation effect of EGB ($\beta = 0.322$). Prior studies Gupta & Kaur (2024) and Ma et al., (2024) support this, but our findings uniquely reveal that Balinese employees perceive eco-actions as spiritual expressions, not just compliance. For instance, waste reduction rituals tied to temple ceremonies (melasti) bridge job tasks with cultural identity, amplifying EGB's impact on EP. This addresses a significant gap in Western-centric GHRM models, which often overlook how indigenous values convert policy into deeply motivated action.

Green Transformational Leadership, Employee Green Behaviour, And Environmental Performance

GTL's significant influence on EGB and EP ($\beta = 0.321$ and 0.450 , respectively) is magnified by Bali's communal ethos. Leaders who embody Pawongan (social harmony)—through individualized consideration and green role modelling—activate shared responsibility for sustainability. For example, managers invoking subak (traditional water management) norms in energy-saving initiatives leverage Bali's collectivist heritage to foster peer accountability. This cultural leverage explains why inspirational motivation (loading: 0.850) emerged as GTL's strongest indicator: it resonates with the Balinese ideal of leaders as pemangku (spiritual stewards). While Asante (2024) and Perez et al. (2023) note GTL's universal importance, our study reveals its crisis-specific value: post-pandemic, THK-anchored leadership rebuilt trust by aligning recovery with cultural preservation (e.g.,

community-led beach clean-ups restoring Palemahan). This mitigates tensions between tourism businesses and locals, a critical implication for crisis-hit regions.

Employee Green Behaviour, and Environmental Performance

EGB's partial mediation role confirms that policies alone are insufficient without cultural internalization. Task-related green behaviour (loading: 0.833) dominated EGB because Balinese employees view workplace sustainability as an extension of ngayah (community service). This cultural nuance clarifies why EGB drives EP more effectively here than in non-indigenous contexts (X. Liu & Yu, 2023; Zacher et al., 2023). Notably, energy efficiency (loading: 0.854) ranked highest in EP a direct outcome of Bali's water-temple-informed resource ethics (yeh nyom). The THK framework thus transforms EGB from discrete acts into a holistic practice where environmental, social, and spiritual well-being are inseparable.

CONCLUSION

This study empirically validates that a culturally embedded Green Human Resource Management (GHRM) framework, anchored in Bali's indigenous Tri Hita Karana philosophy, significantly enhances Employee Green Behaviour (EGB) and Environmental Performance (EP) within the crisis-affected tourism sector. Key findings confirm that GHRM ($\beta = 0.517$, $p < 0.001$) and Green Transformational Leadership (GTL) ($\beta = 0.321$, $p < 0.001$) exert strong direct effects on EGB, which in turn partially mediates their impact on EP ($\beta = 0.322$, $p < 0.001$). Crucially, cultural alignment amplifies these relationships, demonstrating that sustainability practices rooted in Parahyangan (spiritual harmony), Pawongan (social cohesion), and Palemahan (ecological stewardship) are not merely symbolic but operationally effective.

This research contributes to the sustainability literature by integrating indigenous wisdom with contemporary human resource management theory. It proposes a novel multi-theoretical framework that synthesizes the Ability-Motivation-Opportunity (AMO) Theory, Transformational Leadership Theory, Norm Activation Theory, and the Balinese cultural philosophy of Tri Hita Karana. In doing so, the study challenges the dominance of Western-centric models of Green Human Resource Management (GHRM), offering a culturally grounded alternative rooted in local

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values. Another key contribution lies in refining the understanding of mediation pathways by positioning Employee Green Behaviour (EGB) as a critical partial mediator in the relationship between GHRM, Green Transformational Leadership (GTL), and Environmental Performance (EP). This reveals how deeply embedded cultural values act as mechanisms through which abstract green policies are translated into tangible environmental outcomes. Furthermore, the research validates the importance of contextual specificity in sustainability implementation, showing that cultural embeddedness rather than generic “green” initiatives drives more authentic and effective sustainability practices, particularly in vulnerable island economies like Bali.

For policymakers and industry leaders, this study offers actionable strategies to reconfigure HRM systems and leadership practices within the tourism sector. Human resource management should be redesigned to incorporate Tri Hita Karana across multiple stages such as values-based recruitment processes, eco-spiritual training modules incorporating traditional rituals, and performance evaluation systems that include community-driven environmental metrics. Leadership development should likewise emphasize indigenous role-modelling to foster Idealized Influence and promote spiritually grounded eco-visioning aligned with Inspirational Motivation, two key dimensions of GTL. The proposed framework is not only contextually relevant for Bali but also scalable for other culturally rich, tourism-dependent regions like the Maldives and the Caribbean, which are grappling with similar ecological and economic tensions.

Despite its contributions, the study has several limitations. Its cross-sectional design restricts the ability to observe long-term causal relationships; thus, future research should adopt longitudinal approaches to assess the durability of culturally infused GHRM practices, especially during economic downturns or regulatory transitions. Moreover, the model's scope could be expanded by including other stakeholders such as tourists examining their willingness to pay for sustainable practices and policymakers, particularly in the context of traditional legal systems such as adat law. Future studies should also test the framework's transferability across different island economies, such as Fiji or the Seychelles, to evaluate cross-cultural generalizability. Additionally, exploring emerging moderators like digital tools for green behaviour

monitoring, regulatory enforcement, or localized belief systems (e.g., *mana* in Pacific Island cultures) could further enrich the model.

This study introduces a groundbreaking sustainability framework by embedding Balinese indigenous philosophy (Tri Hita Karana). Future research could explore the comparative effectiveness of the Tri Hita Karana GHRM framework in other culturally rich destinations facing similar environmental or economic pressures. For instance, destinations such as Bhutan, Fiji, or the Seychelles could serve as comparative cases to assess the model's scalability and adaptability. Qualitative studies could also delve deeper into the lived experiences of hotel employees and managers regarding the day-to-day application of Tri Hita Karana principles, illuminating nuanced cultural interpretations often missed by quantitative surveys.

Moreover, future research may investigate the cascading effects of culturally embedded sustainability practices on customer perceptions—such as whether tourists perceive Balinese green hotels as more authentic or trustworthy—and whether this influences their willingness to pay a premium. Such inquiries could link internal HRM practices to external market behaviour, providing a holistic sustainability value chain. into Green HRM and transformational leadership practices. It finds that employee green behaviour, rooted in cultural and spiritual identity, significantly mediates the relationship between HRM strategies and environmental outcomes. Unlike traditional GHRM models grounded in Western logic, this culturally embedded approach offers a scalable, ethical, and practical alternative for tourism-based economies confronting ecological and cultural crises.

Ultimately, “saving paradise” requires more than environmental management; it calls for cultural reintegration. By embedding Tri Hita Karana into the fabric of HRM and leadership practices, Bali's tourism industry has the potential to shift from being a casualty of ecological crises to becoming a global exemplar of regenerative sustainability. This study affirms that economic resilience and socio-ecological integrity are not mutually exclusive but can be pursued in harmony through culturally rooted, human-centred strategies.

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DECLARATIONS

The authors state that there is no conflict of interest with the publication of this study.

ETHICAL APPROVAL

All research operations were carried out by ethical criteria to ensure confidentiality, privacy, and the voluntary participation of all respondents.

INFORMED CONSENT

Before participating in this study, all subjects provided informed consent. They were fully informed of the study's goal, procedures, potential dangers, and benefits, and their participation was entirely voluntary.

DATA AVAILABILITY

The data used in this work are available on reasonable request from the corresponding author. To protect participant confidentiality, access to the data may be restricted by ethical or legal requirements.

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