

Green Performance Management Practices in Enhancing Employee Green Behaviour at Mercure Bali Legian

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Abstract: This study examines the influence of Green Performance Management (GPM) on Employee Green Behaviour (EGB) and develops a model of GPM practices that enhance environmental performance at Mercure Bali Legian. A mixed-method approach was employed, combining quantitative and qualitative techniques. Quantitative data were obtained through a survey of 85 employees, selected using purposive sampling, and analysed with Pearson correlation and simple linear regression using SPSS version 26. The results revealed a significant positive relationship between GPM and EGB, with a correlation coefficient of $r = 0.344$ and a determination coefficient (R^2) of 0.119, indicating that 11.9% of the variation in EGB can be attributed to GPM practices. Qualitative findings, supported by interview excerpts and FGD validation, revealed that green initiatives remain concentrated at the managerial level with limited individual accountability. Qualitative data were collected through interviews with department heads and staff, observations, and validated through a Focus Group Discussion (FGD) with the management team. Findings highlighted that while GPM practices such as environmental goal setting, green KPIs, waste management, and sustainable procurement were implemented, employee behavioural consistency remained limited due to weak accountability and inconsistent training. The study concludes that GPM exerts a positive yet relatively modest effect on EGB. To strengthen outcomes, it is recommended that the hotel improve integration of GPM practices through structured dissemination, routine training, individualized performance monitoring, and formal feedback mechanisms. These enhancements are expected to increase employee engagement in sustainability initiatives and align behaviour more effectively with environmental performance.

Keywords: employee, green behaviour, green human resources management, green performance management

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Introduction

Global warming has emerged as one of the most pressing global challenges, primarily driven by rising greenhouse gas emissions from human activities (Utina, 2012). As a result, governments worldwide have developed policies to mitigate climate change and environmental degradation. Within this context, environmental sustainability practices have become increasingly important across all economic sectors, particularly tourism, which exerts a significant environmental impact. The hospitality industry, as a major part of tourism, is closely tied to the surrounding environment, making sustainability a critical factor for long-term operations (Sari, 2015).

To address these challenges, Human Resources Departments within the hospitality sector have embraced Green Human Resources Management (GHRM) to foster practices beneficial to both the environment and employees. GHRM integrates sustainability into recruitment, training, performance management, and rewards (Opatha & Arulrajah,

2014; Zurnali & Sujanto, 2020), aiming to instill a green culture and behaviour at both individual and organizational levels (Devi, 2018). Despite its potential, GHRM has not been fully adopted across industries (Zibarras & Coan, 2015). Among its core elements, Green Performance Management (GPM) plays a vital role by setting environmental objectives and evaluating progress through appropriate strategies (Mondy & Martocchio, 2016; Mehta & Chugan, 2015).

Green HRM and GPM support environmental performance by ensuring employees possess the skills and motivation required to contribute effectively. Practices such as green recruitment, continuous environmental training, and reward systems can enhance employee commitment (Isrososiawan et al., 2020; Dutta, 2012). Rewards and compensation also serve as important motivators for pro-environmental behaviour (Syafari, 2022), though their influence may vary depending on employee tenure and organizational context (Ardiza et al., 2021; Mandago, 2018).

Previous studies on Green HRM show mixed results across contexts. Pham et al. (2019) found that while green training and employee involvement improved corporate environmental performance, the effect of performance management required mediation through pro-environmental citizenship behaviour. Jeronimo et al. (2019) highlighted demographic influences, noting stronger sustainability perceptions among men and the need for more training among younger employees. In other sectors, Escrig-Olmedo (2015) emphasized reliable corporate environmental performance measurement for external assurance, while Astuti and Wahyuni (2018) found training and development to be the most critical element for MSMEs, with performance management and rewards less emphasized. Collectively, these findings indicate that both structural HR practices and behavioural pathways, shaped by contextual factors, are essential in driving sustainable performance.

According to Pham et al (2019), the hospitality industry is one of the sectors with significant environmental impacts, particularly in terms of energy consumption, water usage, and waste generation. Hotels contribute substantially to carbon emissions and environmental degradation if sustainability practices are not systematically managed. Mercure Bali Legian, a four-star hotel under the Accor group with 321 rooms, exemplifies GPM practices by integrating sustainability initiatives into daily operations. These include guest programs promoting towel and linen reuse, eco-friendly amenities, and elimination of single-use plastics. Employee-focused initiatives involve waste reduction, energy conservation, CSR activities, and partnerships for recycling and composting. Since opening in 2014, the hotel has earned recognition through certifications such as Green Key International and the Tri Hita Karana Award, highlighting its achievements in environmental sustainability. Nevertheless, previous research indicates that GPM accounts for only 40.45% of the impact on environmental performance, leaving other factors unaddressed.

Despite the hotel's extensive sustainability initiatives, employee green behaviour (EGB) remains inconsistent. Limited awareness and engagement, stemming from a lack of understanding of GPM practices, may hinder the full realization of the hotel's sustainability potential. Therefore, this study aims to analyse and evaluate the influence of GPM practices on EGB and to design a GPM model that enhances environmental performance at Mercure Bali Legian. Specifically, the objectives are to analyse the impact of GPM practices on employee environmentally friendly behaviour, and to develop a GPM practice model that strengthens employee contributions to improving environmental performance at the hotel. Based on these objectives, this study formulates the following research questions: (1) How do Green Performance Management practices influence Employee Green Behaviour in improving environmental performance at Mercure Bali

Legian? (2) What is the Green Performance Management practice model that influences Employee Green Behaviour in improving environmental performance at Mercure Bali Legian?

The urgency of this research arises from the increasing environmental pressure on the tourism sector, stricter sustainability certification requirements, and the limited empirical evidence on how Green Performance Management directly influences Employee Green Behaviour in internationally branded hotels. Without empirical validation at the organizational level, sustainability initiatives risk remaining symbolic rather than effectively embedded in employee performance systems.

Methodology

This research employed a mixed-method approach with an embedded case study design (Creswell, 2012), prioritizing qualitative exploration while integrating quantitative analysis for validation. Data were collected through observation, semi-structured interviews, Focus Group Discussion (FGD), literature review, and a questionnaire distributed to employees of Mercure Bali Legian. The study applied a purposive sampling technique (Sugiyono, 2015), selecting participants based on their relevance to sustainability practices and operational involvement. A total of 85 employees participated in quantitative surveys, representing various departments including Front Office, Housekeeping, Food & Beverage, Engineering, Sales & Marketing, and Talent & Culture. Respondents were recruited voluntarily with management approval, ensuring representation across functional areas and employee levels. The questionnaire was designed on a Likert scale (1-4) and distributed via Google forms. It measures two primary constructs: Green Performance Management (GPM) and Employee Green Behaviour (EGB). *GPM indicators* included environmental goal setting, green performance appraisal, monitoring of environmental KPIs, and feedback mechanisms. *EGB indicators* assessed employees' environmentally responsible actions such as energy conservation, waste reduction, water-saving behaviour, participation in environmental initiatives, and voluntary pro-environmental engagement.

Qualitative data were obtained through semi-structured interviews with key informants, including General Manager, Executive Housekeeper, Human Resources Manager, and selected department heads. Interview questions focused on implementation of sustainability policies, integration of environmental objectives into performance systems, employee engagement challenges, and perceived effectiveness of Green Performance Management Policies. In addition, non-participant observations were conducted in operational areas such as guest rooms, housekeeping processes, waste management stations, energy-use practices, and hotel environmental communication materials. Observations aimed to document actual sustainability practices, employee behaviour, and alignment between policy and implementation. A Focus Group Discussion (FGD) was held with the management team to validate quantitative findings and refine the proposed Green Performance Management model. The FGD explored interpretations of statistical results, organizational barriers, behavioural drivers, and practical strategies to strengthen Employee Green Behaviour.

Qualitative data were analysed using Miles et al. (2014) framework, involving data collection, reduction, display, and conclusion drawing, whereas quantitative data were processed using SPSS version 26, including validity and reliability tests, classical assumption testing, Pearson correlation, simple linear regression analysis, determination coefficient (R^2), and hypothesis testing. To ensure methodological rigor, triangulation was applied by integrating multiple data sources and methods. This comprehensive

strategy provides a robust foundation to analyse how Green Performance Management Influences Employee Green Behaviour at Mercure Bali Legian.

Results and discussions

Results

Quantitative Stage

This study examined the effect of Green Performance Management (GPM) practices on Employee Green Behaviour (EGB) at Mercure Bali Legian, involving 85 respondents out of 162 employees.

Table 1. Respondent Profile at Mercure Bali Legian

Category	Sub-Category	Number of Respondents	Percentage (%)
Employee Status	Permanent	6	7.06
	Contracted	79	92.94
Length of Service	< 2 years	16	18.82
	2 – 3 years	31	36.47
	4 – 5 years	4	4.71
	6 – 7 years	5	5.88
	> 8 years	29	34.12
Educational Background	High School/ Vocational High School	25	29.41
	Diploma I/II/III	43	50.59
	DiplomaIV/Bachelor	17	20.00
Total Respondents		85	100

Source: Human resources Department, Mercure Bali Legian 2025

The sample, drawn purposively, consisted exclusively of permanent and contracted staff (6 permanent and 79 contracted), as they hold more stable and long-term responsibilities relevant to GAPM and environmental performance. Respondent characteristics indicate a balanced distribution across tenure and educational background. In terms of service length, the largest group had worked for 2–3 years (36.47%), followed by those with over 8 years of experience (34.12%), reflecting both mid-level and long-tenured employees who have been significantly exposed to the hotel's environmental initiatives. Meanwhile, newer employees (<2 years, 18.82%) provided perspectives on the more recent implementation of green practices.

Regarding education, most respondents (50.59%) held Diploma I/II/III qualifications, with 29.41% completing high school (SMA/SMK) and 20% holding a bachelor's degree. This diverse profile ensures varied insights into how employees with different levels of academic preparation and professional experience perceive and engage in green practices, thereby strengthening the representativeness of the findings on the relationship between GPM and EGB at Mercure Bali Legian.

The correlation test is a statistical technique used to assess the degree of association or closeness between two variables, as indicated by the correlation coefficient (r), which is calculated using the Pearson correlation method. The relationship between the variables Green Performance Management and Employee Green Behaviour can indicate either a positive or negative direction.

Table 2. Correlation Test

		GPM	EGB
GPM	Pearson Correlation	1	.344**
	Sig. (2-tailed)		.001
	N	85	85
EGB	Pearson Correlation	.344**	1
	Sig. (2-tailed)	.001	
	N	85	85

**.

Source: SPSS (data processed), 2025

Based on the correlation test, Green Performance Management and Employee Green Behaviour show a moderate positive relationship ($r = 0.344$, $p = 0.001$). The correlation is statistically significant at the 0.01 level, indicating that GPM practices significantly enhance EGB at Mercure Bali Legian.

In this study, a simple linear regression analysis is employed to examine the influence of the independent variable on the dependent variable. The decision-making process in simple linear regression is guided by a comparison between the significance value (p-value) and a standard probability threshold of 0.05.

Table 3. Simple Linear Regression Analysis

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	13.640	2.159		6.317	.000
	GPM	.292	.087	.344	3.342	.001

a. Dependent Variable: EGB

Source: SPSS (data processed), 2025

The regression analysis shows that Green Performance Management (GPM) positively influences Employee Green Behaviour (EGB), with the equation $EGB = 13.640 + 0.292(GPM)$. The significance value ($p = 0.001 < 0.05$) confirms the effect is statistically significant, while the standardized beta (0.344) indicates a moderate positive impact. Thus, GPM practices play an important role in fostering environmentally responsible behaviour among employees at Mercure Bali Legian.

The t-test results show that GPM significantly influences EGB, with t-count (3.342) exceeding t-table (1.990) and p-value (0.001) below 0.05. Thus, the null hypothesis is rejected, confirming that GPM practices meaningfully enhance employee green behaviour at Mercure Bali Legian.

Table 4. Determination Coefficient Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.344 ^a	.119	.108	1.91224
a. Predictors: (Constant), GPM				
b. Dependent Variable: EGB				

Source: SPSS (data processed), 2025

The coefficient of determination shows an R^2 of 0.119, meaning Green Performance Management explains 11.9% of the variance in Employee Green Behaviour. Although the effect is moderate, it is statistically meaningful, indicating GPM contributes to EGB, while 88.1% of the variance is influenced by other factors beyond this study. These findings address Research Question 1 by demonstrating the extent to which Green Performance Management practices significantly influence Employee Green Behaviour at Mercure Bali Legian.

Qualitative Stage

The qualitative phase, through interviews, observations, and focus group discussions, provided deeper insights into how Green Performance Management (GPM) practices are implemented and perceived at Mercure Bali Legian.

Results of Interview and Observation on Green Performance Management Practices

Interviews with department heads revealed and emphasized that sustainability KPIs are aligned with Accor's targets and monitored through the GAIA 2.0 platform. One department head stated: "Environmental targets such as energy saving and waste reduction are already integrated into departmental objectives, but consistent monitoring at the individual employee level remains a challenge." Similarly, the Human Resources Manager emphasized that green performance evaluation is conducted primarily at the managerial level: "Green performance indicators are included in management reviews; however, operational staff appraisal still focuses more on service, discipline, and productivity metrics." Interviews also highlighted generally positive employee attitudes toward sustainability initiatives: "Most employees are supportive of green practices, especially waste segregation and towel reuse programs. The difficulty is maintaining consistency during busy operational periods." Observational findings supported these statements. Field observations documented visible sustainability practices including LED lighting, motion sensors, waste segregation stations, and environmental communication materials in guest rooms. However, inconsistencies were observed in daily behaviour: "During peak hours, waste segregation procedures were occasionally bypassed, and energy-saving practices (e.g., switching off unused lights) were not consistently followed." These findings indicate that while green policies and infrastructure are present, behavioural reinforcement mechanisms require strengthening.

Result of Focus Group Discussion

The Focus Group Discussion (FGD) with department heads from Housekeeping, Engineering, F&B, Talent & Culture, Sales & Marketing, and Front Office validated and enriched the interview findings. Participants agreed that Mercure Bali Legian has adopted

several Green Performance Management elements, particularly KPI alignment and environmental monitoring. One participant noted: "Sustainability KPIs are clear at the organizational level, but employees often perceive them as management responsibilities rather than shared operational duties." Training and communication emerged as key themes: "Environmental training sessions are conducted, but frequency and follow-up are limited. New employees especially need continuous reinforcement." Participants also highlighted gaps in appraisal and recognition systems: "Green behaviour is encouraged, yet not formally embedded into individual performance evaluation or reward mechanisms." Despite these challenges, the FGD confirmed strong leadership commitment: "Management support for sustainability is evident through certifications, CSR programs, and departmental targets. The next step is translating this commitment into structured employee accountability."



(Source: Research Documentation, Mercure Bali Legian, 2025)

Figure 1. Focus Group Discussion

Discussions

The Influence of Green Performance Management on Employee Green Behaviour

This study discusses the role of Green Performance Management (GPM) in shaping Employee Green Behaviour (EGB) at Mercure Bali Legian. Quantitative results show that GPM has a positive and significant effect on EGB, with a moderate correlation ($r = 0.344$, $p = 0.001$). Regression analysis revealed that GPM explains 11.9% ($R^2 = 0.119$) of the variation in EGB, and the regression coefficient ($B = 0.292$) indicates that higher implementation of GPM leads to increased green behaviour. These findings confirm that while GPM is not the only determinant of EGB, it provides a measurable framework that encourages employees to adopt sustainable practices.

Qualitative insights from interviews and FGDs further highlight that although GPM initiatives such as green goal setting, training, and performance evaluation—are in place, their effectiveness is limited by inconsistent communication, lack of routine training, and underdeveloped feedback systems. Some employees are highly committed to sustainability, while others show lower engagement due to workload and operational barriers. This suggests that GPM must be complemented with enablers such as motivation, awareness, empowerment, and a supportive organizational culture.

The findings align with prior studies (Dumont et al., 2017; Paillé et al., 2014) which stress that while GPM provides structure, employee engagement and continuous reinforcement are essential for translating policies into behaviour. A conceptual model

presented during the FGD confirmed that GPM influences EGB, which in turn enhances environmental performance, though stronger staff-level accountability is needed.

Practically, these results underline the importance of regular training, clear performance expectations, structured feedback, and recognition mechanisms across all employee levels. Theoretically, they reaffirm that sustainability outcomes depend not only on management systems but also on behavioural and cultural integration. In conclusion, while Mercure Bali Legian demonstrates strong managerial commitment to green initiatives, advancing employee participation, communication, and evaluation processes remain critical to embedding a sustainable organizational culture.

The Green Performance Management at Mercure Bali Legian

According to Christianto (2020), the implementation of Green Performance Management (GPM) involves seven key indicators, including the development of an environmental management information system, integration of environmental goals into performance evaluation, and setting of targets that highlight the responsibility of employees in driving sustainability. Human resources play a critical role in the success of these practices, supported by the organizational environment and company commitment.

At Mercure Bali Legian, GPM is applied through several initiatives. First, the hotel established an Environmental Management Information System (EMIS) and conducts regular environmental audits via Accor's GAIA 2.0 platform, complemented by sustainability guidebooks and third-party certifications such as Green Key International, Tri Hita Karana Accreditation, and InterREACT risk management. These ensure systematic monitoring, compliance, and alignment with corporate ESG goals.

Second, the hotel integrates environmental objectives into performance evaluations through Accor's Sustainability Strategic Framework and 2025 Sustainability Projects, which include measurable targets such as energy reduction, elimination of single-use plastics, expansion of vegetarian menu options, and mandatory staff training. These goals are monitored regularly and tied to departmental KPIs.

Third, Mercure Bali Legian implements operational practices aligned with environmental standards, such as eliminating single-use plastics, adopting refillable amenities, using eco-friendly alternatives, and reducing food waste. Collaborations with partners like Winnow, Urban Compost, and Organic Factory Bali support data-driven food waste reduction and waste transformation into compost or protein. Waste management is further reinforced by segregation practices and partnerships with local recycling firms.

Fourth, environmental performance is embedded into departmental responsibilities, where KPIs for leaders in areas such as housekeeping, engineering, and culinary explicitly include sustainability-related targets like waste segregation, energy conservation, and food waste reduction. This creates accountability at the managerial level; however, the absence of individual performance evaluations for frontline staff limits inclusivity and broader behavioural change.

Fifth, the hotel sets clear environmental goals and targets under Accor's pillars of stay, eat, and explore, focusing on efficiency, responsible sourcing, and carbon footprint reduction, thereby aligning daily operations with long-term sustainability commitments.

Sixth, employee feedback mechanisms are implemented through awareness sessions, staff briefings, and notice boards, although these efforts face challenges of inconsistent delivery, scheduling conflicts, and limited engagement, reducing their overall effectiveness. Finally, evaluations of environmental performance are conducted collectively by department rather than individually, ensuring operational practices are monitored but leaving a gap in cultivating personal accountability. Overall, while Mercure

Bali Legian demonstrates strong commitment to Green Performance Management through structured systems, clear targets, and external partnerships, the lack of individualized assessments and consistent feedback mechanisms presents ongoing challenges to embedding sustainability culture across all staff levels.

Conceptual Model of Green Performance Management Implementation

The conceptual model of Green Performance Management (GPM) at Mercure Bali Legian was developed through an iterative integration of quantitative and qualitative findings. The model did not emerge solely from theoretical assumptions but was grounded in empirical evidence obtained from statistical analysis, interviews, observations, and Focus Group Discussions (FGD). This integrative approach ensured that the proposed framework reflects the operational realities of the hotel while maintaining theoretical relevance.

The quantitative findings provided the initial structural basis for the model. Statistical analysis revealed that Green Performance Management has a positive and statistically significant influence on Employee Green Behaviour (EGB), although the strength of the relationship was moderate. The regression results, with a determination coefficient ($R^2 = 0.119$), indicate that GPM contributes to shaping environmentally responsible employee behaviour but does not fully explain behavioural variation. These results suggest that while formal performance management mechanisms are important, their effectiveness depends on supporting organizational and behavioural factors. Consequently, the quantitative evidence informed the inclusion of core performance management elements within the model, including green goal setting, performance appraisal integration, monitoring processes, and feedback loops. This finding is consistent with Pham et al. (2019), who reported that while green HR practices positively influence environmental performance, the effect becomes stronger when supported by behavioural engagement mechanisms. The moderate explanatory power in this study similarly suggests that formal performance systems require reinforcement through employee-level integration.

Qualitative findings enriched and contextualized the quantitative results by explaining the underlying reasons for the modest effect size. Interviews with managers and department heads revealed that sustainability initiatives and environmental KPIs were clearly established at the organizational and managerial levels. However, gaps were identified in translating these objectives into consistent employee-level performance evaluation and daily behavioural practices. Several respondents emphasized that environmental performance indicators were not yet systematically embedded into individual staff appraisal systems. Observational data further supported these insights, showing that although sustainability infrastructure and green procedures were present, employee behavioural consistency varied depending on workload, supervision, and situational pressures.

The Focus Group Discussion (FGD) played a crucial role in validating and refining the conceptual model. Participants confirmed that while Green Performance Management practices were formally recognized, their implementation required stronger reinforcement mechanisms. Key themes emerging from the FGD included the need for continuous training, clearer individual accountability, integration of green KPIs into employee appraisal, and more structured feedback systems. These recurring patterns directly influenced the behavioural reinforcement and evaluation stages incorporated into the model. These findings are consistent with Jerónimo et al. (2020), who reported that the effectiveness of green HR practices depends on contextual and demographic factors, particularly employee awareness and reinforcement structures. Their findings

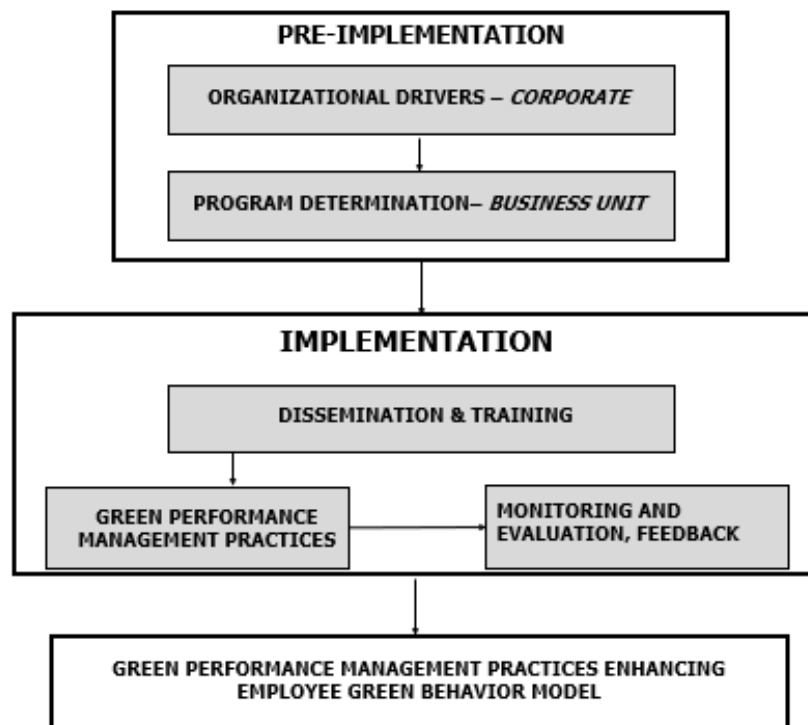
reinforce the argument that performance management mechanisms must be accompanied by continuous engagement to produce consistent behavioural outcomes.

The final model therefore emerged through triangulation and convergence of evidence across multiple data sources. Quantitative analysis established the existence and direction of the relationship between GPM and EGB, while qualitative exploration clarified implementation gaps and behavioural dynamics. By synthesizing these complementary insights, the study produced a stage-based implementation framework representing an empirically grounded model rather than a purely theoretical proposition.

Structurally, the model consists of interrelated stages beginning with pre-implementation conditions driven by corporate sustainability strategies and organizational drivers. This is followed by dissemination and training processes designed to build awareness and environmental competence. The central stage focuses on Green Performance Management practices, including environmental goal setting, performance appraisal alignment, recognition, and behavioural reinforcement. Subsequent stages involve monitoring and evaluation through audits and KPIs, structured feedback mechanisms, and impact measurement assessing changes in Employee Green Behaviour and environmental performance outcomes. Recent research by Yang and Li (2023) further supports the critical role of structured monitoring and feedback systems in translating sustainability policies into employee behavioural change. Their study highlights that green performance initiatives are most effective when integrated into daily operational routines and supported by measurable accountability mechanisms. This model addresses Research Question 2 by proposing an empirically grounded Green Performance Management framework designed to enhance Employee Green Behaviour and overall environmental performance at Mercure Bali Legian.

In practical terms, implementation of the model requires alignment between human resource systems, leadership practices, and operational routines. This includes embedding green KPIs into individual performance appraisal, conducting regular sustainability training, strengthening monitoring systems, providing structured feedback, and linking green achievements to recognition mechanisms. The findings indicate that although Mercure Bali Legian has implemented several components of this framework, greater integration at the employee performance level is necessary to enhance behavioural consistency and environmental outcomes.

Theoretically, this model contributes to Green Human Resource Management literature by bridging quantitative HR-performance relationships with qualitative behavioural insights. It explains how and why Green Performance Management Influences Employee Green Behaviour, particularly in contexts where sustainability systems are established but behavioural outcomes remain uneven. Practically, the framework offers hotel managers a structured roadmap for strengthening sustainability implementation through performance management mechanisms that are both measurable and behaviourally effective.



(Source: Research Result, Mercure Bali Legian, 2025)

Figure 2. Integrated Flowchart Model of GPM

Conclusions

This study concludes that Green Performance Management (GPM) practices positively influence Employee Green Behaviour (EGB) at Mercure Bali Legian, contributing to improved environmental performance, though the effect remains modest. Quantitative results show a statistically significant but moderate correlation ($r = 0.344$; $R^2 = 0.119$), indicating that while GPM initiatives such as departmental KPIs, sustainable sourcing, training, and waste reduction programs are in place, their impact is limited by weak employee-level accountability, irregular training, and insufficient feedback mechanisms.

Qualitative insights confirm that most practices are concentrated at the managerial level, with uneven behavioural adoption among staff. To address this gap, the study develops a conceptual model illustrating how GPM shapes EGB, which then drives environmental outcomes such as reduced resource use, minimized food waste, and elimination of single-use plastics. The model, validated through FGD, underscores the importance of consistent training, stronger accountability, continuous monitoring, and cross-departmental collaboration to fully embed sustainability into hotel operations.

Theoretically, this study contributes to the Green Human Resource Management literature by empirically demonstrating the mechanism through which Green Performance Management influences Employee Green Behaviour within a hospitality context. Unlike prior studies that primarily emphasize green training or recruitment practices, this research isolates the role of performance management and shows that its effect is positive but conditional upon reinforcement mechanisms such as feedback, accountability, and behavioural integration. By combining quantitative regression analysis with qualitative validation, this study also extends existing literature by proposing an empirically grounded implementation model rather than a purely conceptual framework.

Contextually, this study provides evidence from an internationally branded four-star hotel in Indonesia, a developing tourism destination where empirical research on GPM remains limited. The findings therefore enrich sustainability literature by offering insights from a real operational setting with structured corporate sustainability frameworks, certifications, and measurable KPIs.

Despite its contributions, this study has several limitations. First, the research was conducted as a single-case study at Mercure Bali Legian, which may limit the generalizability of findings to other hotel categories or destinations. Second, the quantitative model explains a modest proportion of Employee Green Behaviour, indicating that other factors such as leadership style, organizational culture, motivation, and reward systems were not captured in this study. Third, data were collected at one point in time, limiting the ability to observe behavioural change longitudinally.

Future research is therefore recommended to apply longitudinal designs, incorporate additional behavioural and motivational variables, and compare multiple hotels or tourism establishments across different regions. Further studies may also examine the role of green leadership, digital monitoring systems, and incentive mechanisms in strengthening the effectiveness of Green Performance Management. These directions will contribute to a more comprehensive understanding of how sustainability-oriented HR practices can drive long-term environmental performance in the tourism and hospitality sector.

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