

The Role of Green HRM in Mediating the Influence of Leadership on Employee Performance at Hotel in Kuta

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Article Info	ABSTRACT
Article history: Received Aug, 2025 Revised Aug, 2025 Accepted Sep, 2025 Keywords: Employee Performance; Green HRM; Leadership	This study aims to determine the influence of leadership on employee performance as mediated by Green HRM. Green HRM is an approach to human resource management that integrates environmentally friendly practices to support organizational sustainability and reduce negative environmental impacts. This study utilizes Social Exchange Theory (SET) and Self-Determination Theory (SDT) to provide a perspective on how the relationship between a company and its employees influences their performance outcomes. This quantitative study employed a survey method with questionnaires and closed-ended triangulation interviews. The study was conducted in five star-rated hotels that have implemented Green HRM, with a sample of 91 registered employees. Data analysis used path analysis. <i>This is an open access article under the CC BY-SA license.</i> 

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1. INTRODUCTION

The hospitality industry in Kuta, Bali, is a rapidly growing sector and plays a strategic role in the regional economy. However, despite its growth, the industry also faces various challenges, particularly related to employee performance, a key factor in providing the best service to customers.

[1] revealed that hotel staff performance can be influenced by various factors, including high workloads, lack of reward systems, and a work environment that does not support sustainability. Leaders in the hospitality industry play a crucial role in creating a productive work environment and supporting employee well-being. The primary reason for using Green HRM as a

mediating variable in this study is due to a gap in previous research that has not specifically examined how Green HRM can mediate the relationship between leadership and employee performance [2].

Transformational leadership theory emphasizes how leaders can inspire and motivate employees to work more effectively with a visionary and innovative approach. Meanwhile, Green HRM theory explains how environmentally-based policies in human resource management can increase employee engagement, job satisfaction, and productivity [3]–[5].

1.1. Problem Formulation

Based on the explanation of the existing problems, the

formulation of the problem in this research is as follows:

1. How does leadership influence Green HRM?
2. How does leadership influence employee performance?
3. How does Green HRM affect employee performance?
4. What is the role of Green HRM in mediating the influence of leadership on employee performance?

1.2. Research Objectives

The main objective of this study is to analyze the role of leadership in the implementation of Green HRM in hotels and its impact on employee performance using the Structural Equation Modeling Partial Least Squares (SEM-PLS) approach. Specifically, this study aims to:

1. To analyze the influence of leadership on Green HRM.
2. To analyze the influence of leadership on employee performance.
3. To analyze the influence of Green HRM on employee performance.
4. To identify the role of Green HRM as a mediator in the influence of leadership on employee performance.

2. LITERATURE REVIEW

2.1 Leadership Theory

Leadership is the process of influencing and directing others to achieve predetermined goals. A leader uses communication, motivation, and decision-making skills to guide a group or organization toward achieving desired goals [6]–[8].

According to [4] Leadership is a process in which a person. According to Nisa et al., (2024), leadership is a process in which a leader influences and motivates individuals or groups to achieve certain goals. [9] identified four

main dimensions of transformational leadership, namely:

1. Idealized Influence: Leaders serve as role models and are respected by their employees. They demonstrate high integrity and build trust.
2. Inspirational Motivation: Leaders provide a clear vision and are able to inspire employees to achieve common goals.
3. Intellectual Stimulation: Leaders encourage innovation and creativity by challenging traditional assumptions and ways of thinking.

According to transformational leadership theory, leaders who can inspire and support employees personally will increase their commitment, job satisfaction, and ultimately, their performance [1], [9]–[11]. This theory also emphasizes that leaders must create a work environment that supports innovation and collaboration.

The relevance of transformational leadership theory to this research lies in its influence on the performance of hotel employees in Kuta, Bali. The hospitality industry requires leaders who can motivate employees to provide the best service to guests, maintain high operational standards, and promote sustainability principles.

2.2 Employee Performance Theory

Employee performance is the work results achieved by an employee in carrying out their duties and responsibilities in the workplace. The following are the main factors that influence performance:

a. Individual Factors

An employee's education level, skills, and knowledge significantly influence performance. Competent employees are better able to complete tasks efficiently. Work motivation, both intrinsic and extrinsic, is a key driver of improved performance.

Herzberg's Two-Factor Theory emphasizes the importance of motivational factors such as rewards and recognition.

b. Organizational Factors

An effective leadership style can provide direction, support, and inspiration to employees. Transformational leaders, for example, are able to improve performance through vision and recognition. A work culture that supports innovation, collaboration, and sustainability creates a conducive environment for employees to perform optimally.

2.3 Social Exchange Theory (SET)

Social Exchange Theory, developed by [12], posits that social relationships are based on the principle of reciprocal exchange between individuals and organizations. Employees will be more committed and perform better if they feel they are treated fairly and receive benefits from the company.

2.4 Framework of Thinking

Based on theoretical studies conducted, several studies were used as the focus of this research. Research conducted by [1] examined the influence

of leadership on motivation and its impact on employee performance at the Hasyim Asy'ari Foundation in Turen, Malang.

[3] examined the relationship between Green HRM, green innovation, and environmental performance by considering the moderating role of servant leadership. The results of this study indicate that green innovation, both in products and processes, has a significant mediating role between Green HRM and environmental performance.

2.5 Research Concept

The concept of this research is to examine the influence of independent variables on dependent variables, mediated by mediating variables. This research aims to examine the influence of leadership in supporting the implementation of Green Human Resource Management (Green HRM) and its impact on employee performance.

The independent variable in this study is leadership, which encompasses the traits, habits, temperament, character, and personality of a leader in directing and motivating a team to achieve organizational goals. Based on the description above, the following is the conceptual framework for this study:

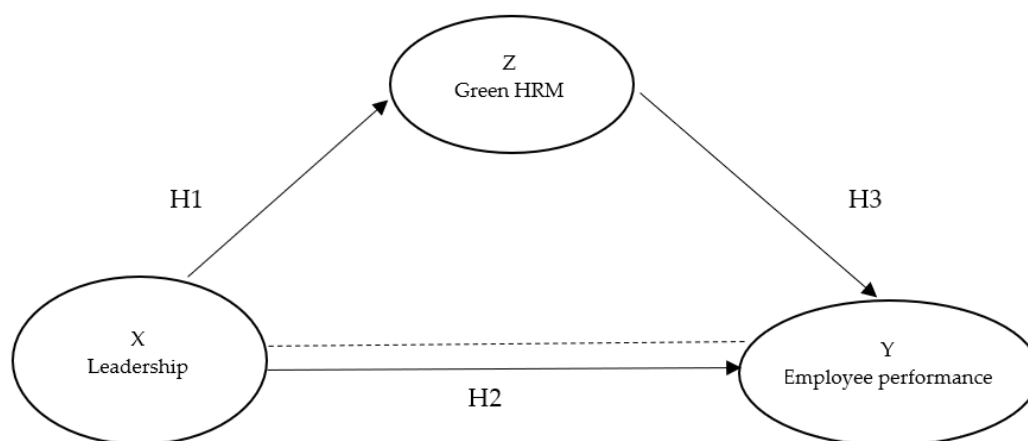


Figure 1. Research Conceptual Framework

Information:

_____ Direct Influence
 Indirect Influence

The conceptual framework above shows the relationship between

leadership (X), Green HRM (Z), and employee performance (Y), taking into account the role of Green HRM as a mediating variable.

1. The Influence of Leadership on Green HRM

Leadership plays a critical role in supporting the implementation of Green HRM practices. Effective leaders encourage organizations to adopt environmentally friendly policies through sustainable human resource management.

2. The Influence of Leadership on Employee Performance

Leadership also has a direct impact on employee performance. Good leaders are able to provide direction, motivation, and create a work environment that supports employee productivity and efficiency.

3. The Influence of Green HRM on Employee Performance

Effective implementation of Green HRM can improve employee performance. Through policies that prioritize environmental sustainability, employees become more motivated and productive because they work in a healthy, efficient environment that positively impacts society.

4. The Role of Green HRM as a Mediator

Green HRM plays a mediating role, strengthening the

relationship between leadership and employee performance [13]–[15]. Leadership that encourages the implementation of Green HRM directly improves employee performance through environmentally friendly policies and practices. In other words, Green HRM acts as a bridge that strengthens the impact of leadership on employee performance.

This diagram analyzes the direct and indirect relationships between variables to understand how Green HRM mediates the influence of leadership on employee performance. This provides a comprehensive overview of how leadership can effectively improve organizational performance through sustainable human resource management.

This conceptual framework shows that the leadership role (X1) has a direct influence on GHRM implementation (Z) and that GHRM implementation (Z), in turn, has a positive impact on employee performance (Y). In addition, the leadership role also influences employee performance indirectly through GHRM implementation.

Thus, this study can provide important insights into how effective leadership in supporting green practices can improve employee performance in hotels in Bali.

Table 1. Research Variables, Indicators, and Indicator Definitions

No	Variables	Code	Indicator	Definition of Indicator
1	Leadership	X	Characteristic	The ability of a leader to influence and convince others through communication, charisma, and emotional intelligence.
			Habit	A leader's routine behavior patterns that reflect how they interact, make decisions, and manage everyday situations.
			Temperament	A leader's behavioral style that is consistent in responding to the needs and situations of others, such as patience and emotional stability.
			Character	The emotional aspect of a leader that reflects resilience, courage, and perseverance in facing pressure and challenges.

No	Variables	Code	Indicator	Definition of Indicator
			Personality	The unique characteristics of a leader that influence his or her ability to create a productive and harmonious work environment.
2	Green HRM	Z	Green Consciousness	Employee awareness of environmental issues and the importance of implementing environmentally friendly practices in the workplace.
			Green Innovation	The ability of an organization to create new ideas that support environmental sustainability, such as environmentally friendly products or processes.
			Green Creativity	The ability of individuals or teams to generate creative ideas to support sustainable environmental practices in the organization.
			Green Performance	The organization's success in implementing environmentally friendly practices and achieving sustainability goals.
3	Employee performance	Y	Quantity	The amount of output or work results produced by employees in a certain period.
			Quality	The level of excellence or conformity of employee work results to predetermined standards.
			Punctuality	The ability of employees to complete tasks or projects within the specified time limits.
			Presence	Employee attendance levels are in accordance with the established work schedule.
			Ability to Work Together	The capacity of employees to work together with teams or coworkers to achieve common goals.
			Responsibility	The level of seriousness of employees in carrying out the tasks and obligations that are their responsibility.

3. RESEARCH METHODS

This research uses a quantitative approach with a survey research design. This method allows researchers to collect numerical data that can be statistically analyzed to test research hypotheses using path analysis techniques [16]–[18]. The research sample will be selected based on the criteria of star-rated hotels that have implemented Green HRM. The research instrument will be a questionnaire distributed to managers and employees [19]. The questionnaire will include questions about their perceptions of the role of leadership in Green HRM implementation and its impact on employee performance [20]. The research method uses closed interview triangulation and SEM PLS Questionnaire closed. The collected data will be analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to identify the relationship between leadership roles, Green HRM implementation, and employee performance.

This analysis will provide a better understanding of how leadership plays a role in Green HRM implementation.

This research uses a quantitative approach with a survey research design. This method allows researchers to collect numerical data that can be statistically analyzed to test research hypotheses using path analysis techniques.

3.1 Location and Time of Research

This research will be conducted in Bali Province in 2025. Bali was chosen as the research location because it is one of Indonesia's leading tourism destinations with a number of large hotels. The research will focus on five hotels in Badung Regency that have implemented Green HRM to gain a broader understanding of Green HRM implementation.

3.2 Data Triangulation Analysis Techniques

Data were analyzed using descriptive and inferential statistics. Descriptive statistical analysis displays

research results in the form of average scores. Inferential analysis used SEM-PLS (Partial Least Squares Structural Equation Modeling) using the Smart PLS 3.0 Smart Partial Least Squares program.

4. RESULTS AND DISCUSSION

4.1 General Description of the Research Area or Region

This research was conducted in the Kuta area, located in Badung Regency, Bali Province. Kuta is one of the most strategic and developed areas in the Bali tourism industry. This research focused on five star-rated hotels in the Kuta area that have adopted Green HRM policies. From the five hotels selected as the

research subjects, a sample of 91 employees who had worked at the hotels that had adopted the Green HRM approach was obtained.

This study used primary data collected from 91 employees at five hotels in Kuta, which was sampled using the Slovin formula. The distribution and characteristics of the respondents were collected to determine the characteristics of the study's respondents.

4.2 Description of Leadership Variable (X)

The purpose of this statement analysis is to determine how respondents react to variables that influence leadership on employee performance. The results of a questionnaire distributed to 91 participants revealed the following:

Table 2. Respondents' Responses to Leadership Variables

No.	Statement	Evaluation					Total
		STS	TS	N	S	SS	
Intensity							
1	Leadership Traits, in Hotels leaders are able to influence and convince employees in sustainable environmentally friendly efforts.	0	3	12	38	38	91
Interval Value		0	6	36	152	190	384
2	Leaders are able to interact with subordinates, make decisions, and manage everyday situations, all of which affect leadership effectiveness.	0	3	12	40	36	91
Interval Value		0	6	36	160	180	382
3	Leaders in Hotels have a temperament that reflects a consistent style of behavior in responding to the needs and situations of others.	3	5	11	42	30	91
Interval Value		3	10	33	168	150	364
4	Hotel leaders have stable emotions, have determination in responding to challenges, perseverance and courage in taking risks and have resilience in facing difficulties.	0	4	13	38	36	91
Interval Value		0	8	39	152	180	379
5	Hotel leaders possess character traits that influence their ability to create a thriving work environment: integrity, self-confidence, empathy, and a positive attitude.	1	5	10	37	38	91
Interval Value		1	10	30	148	190	379
Number of Interval Values							1888
Average							377.6

Source: Primary Data Processed by Researchers, 2025

Table 3. Descriptive Results of Respondents' Leadership Variables

No	Pernyataan	Min	Max	Mean	Std. Deviation
1	Sifat Kepemimpinan, di Hotel para pemimpin mampu mempengaruhi dan meyakinkan karyawan dalam upaya ramah lingkungan yang berkelanjutan.	2.000	5.000	4.220	0.553
2	Pemimpin mampu berinteraksi dengan bawahan, membuat keputusan, dan mengelola situasi sehari-hari yang semuanya mempengaruhi efektivitas kepemimpinan.	2.000	5.000	4.198	0.547
3	Pemimpin di Hotel memiliki temperamen yang mencerminkan gaya perilaku yang konsisten dalam menanggapi kebutuhan dan situasi orang lain.	1.000	5.000	4.000	0.683
4	Pemimpin Hotel memiliki emosional yang stabil, memiliki keteguhan hati dalam menanggapi tantangan, ketekunan dan keberanian dalam mengambil risiko dan memiliki daya tahan dalam menghadapi kesulitan.	2.000	5.000	4.165	0.576
5	Pemimpin Hotel memiliki karakter yang mempengaruhi kemampuan mereka untuk menciptakan lingkungan kerja yang makmur; integritas, kepercayaan diri, empati, dan sikap positif.	1.000	5.000	4.165	0.628

Source: Primary Data Processed by Researchers, 2025

The leadership variable was measured using five indicators, with a total of 91 respondents. The total interval score was 1,888, with an average score of 377.6. This indicates that respondents generally gave a high rating to the quality of leadership at the hotels studied.

Respondents rated hotel leadership positively in all aspects, particularly in terms of the ability to

influence, make decisions, and build character.

4.3 Description of Green HRM Variable (Z)

The purpose of this statement analysis is to determine how respondents react to the variable that influences Green HRM on employee performance. The results of the questionnaire distributed to 91 participants indicate the following:

Table 4. Respondents' Responses to Green HRM Variables

No.	Statement	Evaluation					Total
		STS	TS	N	S	SS	
Intensity							
1	Green Consciousness, The hotel where I work supports individual awareness and understanding of the implementation of environmentally friendly practices in the workplace.	0	0	12	39	40	91
Interval Value		0	0	36	156	200	392
2	Green Innovation, the hotel where I work, involves an organization's ability to develop new and innovative ideas that support environmentally friendly practices. This involves developing environmentally friendly products or reducing negative impacts on the environment.	0	0	10	41	40	91
Interval Value		0	0	30	164	200	394
3	Green Creativity, The team within the Hotel organization has generated creative ideas that support sustainable, environmentally friendly practices.	0	2	15	44	30	91
Interval Value		0	4	45	176	150	375
4	Green Performance, Hotel evaluates the team's performance results in implementing environmentally	0	3	12	45	31	91

No.	Statement	Evaluation					Total
		STS	TS	N	S	SS	
	friendly practices and increasing the efficiency of resource use.						
Interval Value		0	6	36	180	155	377
Number of Interval Values							1538
Average							384.5

Source: Primary Data Processed by Researchers, 2025

Table 5. Descriptive Results of Respondents for Green HRM Variables

No.	Statement	Min	Max	Mean	Standard Deviation
1	Green Consciousness, The hotel where I work supports individual awareness and understanding of the implementation of environmentally friendly practices in the workplace.		5,000	4,308	0.479
2	Green Innovation, the hotel where I work, involves an organization's ability to develop new and innovative ideas that support environmentally friendly practices. This involves developing environmentally friendly products or reducing negative impacts on the environment.	3,000	5,000	4,330	0.461
3	Green Creativity, The team within the Hotel organization has generated creative ideas that support sustainable, environmentally friendly practices.	2,000	5,000	4.121	0.524
4	Green Performance, Hotel evaluates the team's performance results in implementing environmentally friendly practices and increasing the efficiency of resource use.	2,000	5,000	4.143	0.531

Source: Primary Data Processed by Researchers, 2025

The Green HRM variable is measured through 4 main indicators, all of which were assessed by 91 respondents, with a total interval value of 1,538 and an average value of 384.5 indicating that the implementation of Green HRM in the hotel was assessed positively and quite high by employees. Respondents gave a very positive assessment of the implementation of Green HRM in the hotel. The two highest aspects were Green Innovation and Green Consciousness, indicating that the hotel not only builds individual awareness but also actively innovates in environmental matters. Overall, the implementation of Green HRM has been well integrated into hotel operations while reflecting a commitment to the principles of sustainability.

4.4 Leadership towards Green HRM

The results of the hypothesis test indicate that leadership has a positive and significant effect on Green HRM. This

indicates that the better the quality of leadership within a company, the higher the level of implementation of Green HRM practices.

The results of this study align with Self-Determination Theory [21], which states that leaders who pay attention to psychological needs (autonomy, competence, and relatedness) will increase employees' intrinsic motivation. Transformational theory also explains that leaders who provide inspiration and individual attention can elevate individual performance above average.

5. CONCLUSION

This study aims to analyze the influence of leadership on Green HRM and employee performance, as well as the mediating role of Green HRM in the hospitality industry. Based on the analysis results using the Partial Least Squares-

Structural Equation Modeling (PLS-SEM) approach, it can be concluded that:

1. Leadership has a positive and significant impact on Green HRM. This indicates that inspiring and pro-environment leaders are able to encourage the implementation of sustainability-based HR policies and practices.
2. Leadership also has a direct positive influence on employee performance. Leaders who are supportive, provide clear direction, and build good relationships with employees can improve motivation and work performance.
3. Green HRM has a positive and significant influence on employee performance. HRM practices that pay attention to environmental aspects have been proven to create a healthy and meaningful work environment, which contributes to increased productivity.

6. SUGGESTION

Academic Suggestions:

- a. Further researchers are advised to add other intervening or moderating variables such as green organizational culture, organizational commitment, or job satisfaction to provide a more comprehensive understanding.
- b. Further studies could incorporate qualitative approaches to explore employees' experiences and perceptions of GHRM leadership and policies.
- c. This research can be replicated in other industrial sectors such as manufacturing, education, or government, in order to expand the generalizability of the results and the development of Green HRM theory across sectors.

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