# Cultivating Green Guardians: Revealing the Dynamics of Sustainable Tourism Behavior Among Bali Tourism Destination Managers

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**Abstract.** This study explores the dynamics of sustainable tourism behavior among destina-tion managers in Bali, focusing on the interplay of knowledge, attitudes, and com-mitment towards green tourism practices. Using a mixed-methods approach, in-cluding surveys of 36 destination managers and in-depth interviews with key stakeholders, the research reveals significant insights into the factors driving sus-tainable tourism practices in one of the world's most popular tourist destinations. The findings demonstrate that attitudes ($\beta = 0.282$, $p < 0.05$) and commitment ($\beta = 0.349$, $p < 0.05$) significantly influence green tourism behavior, while knowledge ($\beta = 0.135$, $p > 0.05$) does not show a statistically significant impact. However, the combined effect of these factors explains 77.5% of the variability in green tourism behavior. The study highlights the complex nature of implementing sustainable practices, emphasizing the need for a holistic approach that goes beyond mere knowledge dissemination. Key recommendations include comprehensive capacity-building programs, the development of a Bali-specific green tourism certification system, and the creation of multi-stakeholder collaborations to foster innovation and knowledge sharing. These findings contribute to the broader understanding of sustainable tourism development and offer practical insights for policymakers and industry practitioners aiming to cultivate a new generation of "green guardians" in the tourism sector.

**Keywords:** Tourism, Destination Management, Environmental Attitudes Green Tourism, Sustainable Tourism Behavior

## 1 Introduction

The global tourism industry's unprecedented growth in recent decades has brought both economic prosperity and environmental challenges to destinations worldwide. Bali, renowned as the "Island of the Gods," exemplifies this dichotomy, attracting millions of visitors annually with its pristine beaches, rich cultural heritage, and lush landscapes. However, the rapid expansion of tourism has raised significant concerns about the long-

term sustainability of the island's fragile ecosystems and unique cultural fabric (Cole et al., 2017).

In response to these challenges, the concept of green tourism has emerged as a potential solution, offering a framework for balancing economic development with environmental conservation and social responsibility. Key sustainable tourism principles include responsible resource use, preservation of cultural heritage, socioeconomic benefits for local communities, stakeholder involvement, impact monitoring, providing enriching experiences, promoting awareness, and establishing supportive policies (Ekka et al., 2024). At the forefront of implementing these practices are destination managers, who play a crucial role as potential "green guardians" of Bali's natural and cultural resources. Studied the impact of responsible tourism practices on host communities in Bangkok, Thailand, and found that destination sustainability has risen due to responsible tourism practices (Gong et al., 2019). Despite growing awareness of sustainable tourism principles, a significant gap persists between knowledge and practice in many destinations, including Bali. This discrepancy underscores the need to understand the complex factors influencing sustainable tourism behavior among destination managers, who are pivotal in cultivating a culture of sustainability within the tourism industry.

Previous research has identified various factors influencing the adoption of sustainable tourism practices, including knowledge, attitudes, and commitment (Han et al., 2018). However, the interplay of these factors in shaping green tourism behavior, particularly in the context of Bali's unique tourism landscape, remains understudied. This study aims to address this gap by unraveling the dynamics of sustainable tourism behavior among Bali's destination managers, examining the complex interactions between cognitive, affective, and conative factors in shaping green tourism practices. The complexity of implementing green tourism practices is further compounded by the multifaceted nature of Bali's tourism industry, which encompasses diverse attractions ranging from ancient temples to modern eco-resorts. This diversity necessitates a nuanced approach to understanding and promoting sustainable tourism behavior among destination managers (Dwyer, 2018).

Recent studies have highlighted the importance of organizational support and policy frameworks in fostering green tourism practices (Musavengane, 2019). However, these studies often focus on developed countries, leaving a gap in understanding how these factors operate in developing tourism destinations like Bali. Moreover, the role of local cultural values and traditional wisdom in shaping sustainable tourism behavior remains largely unexplored (Canavan, 2016). Theoretical frameworks such as the Theory of Planned Behavior (Ajzen, 1991), provide a foundation for understanding the factors influencing green tourism behavior. This theory suggests that attitudes, subjective norms, and perceived behavioral control are key determinants of behavioral intentions, which in turn predict actual behavior. In the context of green tourism, this framework can help explain how destination managers' attitudes toward sustainability, perceived social pressure to adopt green practices, and their perceived ability to implement these practices influence their behavior.

The concept of environmental commitment in the tourism industry underscores the necessity for long-term dedication to environmental conservation, particularly for

destination managers in Bali. This commitment is essential as these managers navigate the complexities of economic growth while striving to preserve the island's rich natural and cultural heritage. As highlighted (Guo et al., 2019), sustainable tourism policies have evolved significantly since their inception, emphasizing the need for a balanced approach that integrates economic, environmental, and social dimensions. This aligns with the findings of Kurniawan (Kurniawan, 2024), who notes that sustainable tourism development must consider various aspects to minimize negative impacts while enhancing benefits for local communities and the environment.

Moreover, the focus on "green guardians" in this study aims to elucidate the factors that either promote or obstruct the adoption of sustainable tourism practices in Bali, a destination renowned for its tourism appeal. The research findings are poised to contribute meaningfully to the existing literature on sustainable tourism behavior (Adams & Sanchez, 2020), who emphasize the dual nature of tourism as both an industry and a field of study. This dual perspective is crucial for informing policy-making and industry initiatives aimed at fostering a more sustainable tourism model, particularly in regions grappling with the challenges posed by mass tourism.

The implications of this research extend beyond theoretical contributions; they serve as a practical guide for destination managers and policymakers. As articulated by Alonso-Muñoz et al. (2023), there is a pressing need to mitigate the adverse environmental impacts associated with tourism practices. By adopting sustainable practices and broadening the environmental perspective, the tourism industry can align itself with regenerative principles, ultimately supporting the sustainability goals of Bali and similar destinations facing the pressures of high tourist volumes.

This research examines the relationship between three independent variables (knowledge, attitude, and commitment) and one dependent variable (green tourism behavior) among tourism destination managers in Bali. This theoretical framework is based on relevant literature and serves as the foundation for developing research instruments. Knowledge of green tourism (independent variable). This variable measures tourism destination managers' understanding of green tourism practices. Based on the theory proposed, three main indicators are used: a) Waste management: Knowledge of effective and environmentally friendly waste management, including the principles of reduce, reuse, and recycle; b) Energy efficiency: Understanding of energy-saving technology use and strategies to reduce energy consumption; c) Water conservation: Knowledge of water conservation practices and educating visitors about wise water usage.

Attitude towards sustainable tourism (Independent variable). Referring to the findings of Ibnou-Laaroussi et al. (2020), this variable measures tourism destination managers' beliefs about the benefits and importance of green tourism. Indicators include: a) Attitude towards environmental aspects: Belief that green tourism can reduce negative impacts on ecosystems; b) Attitude towards social aspects: Understanding that sustainable tourism benefits local communities; c) Attitude towards economic aspects: Belief that green tourism practices can create competitive advantages and operational efficiency.

Commitment to Sustainable Tourism (Independent Variable). Based on the insights from Font (2023), this variable measures tourism destination managers' active support

and involvement in green tourism initiatives. Indicators include: a) Participation in planning and implementing green tourism programs; b) Resource support for green tourism initiatives; c) Involvement in green tourism campaigns and education; d) Cooperation with stakeholders in green tourism initiatives.

Green Tourism Behavior (Dependent Variable). Referring to the presented theory, the green tourism behavior of tourism destination managers is influenced by internal and external factors. Indicators include: a) Internal Factors: Personal values (belief in sustainability principles, alignment with green tourism values, moral responsibility towards the environment), environmental concern (awareness of behavioral impacts, sensitivity to environmental issues, efforts to minimize negative impacts), and actors influencing values and concern (education, direct experience, information exposure); b) External Factors: Pressure from tourists (demand for environmentally friendly practices, preference for sustainable destinations, concern for environmental impacts), pressure from local communities (demands for environmental conservation, expectations for involvement, concern for socio-cultural impacts), and pressure from government institutions (policies and regulations, incentives, environmental impact reporting requirements).

This narrative provides a conceptual framework for developing a comprehensive questionnaire, measuring various aspects of knowledge, attitudes, commitment, and green tourism behavior among tourism destination managers in Bali. Although numerous studies have been conducted on green tourism behavior, but its application in Bali's tourist destinations remains suboptimal. Suryawardani et al. found that only 35% of tourist destinations in Bali have comprehensively implemented green tourism principles. This indicates a gap between theory and practice in the field. The author's preliminary study indicates a discrepancy between knowledge and the application of green tourism in daily practices in Bali. This aligns with findings by Pham et al. and Rahmafitria et al., which reveal barriers to translating knowledge into concrete actions. Previous research has tended to focus on specific aspects such as environmental values, subjective norms, or government policies. However, there is a lack of research integrating these various factors within the specific context of Bali.

This research will focus on the unique characteristics of Bali's tourist destinations, considering local culture and stakeholder dynamics that may differ from other tourist destinations. This study aims to develop a more holistic model, considering internal factors (such as knowledge, attitudes, and commitment), external factors (such as pressure from tourists, local communities, and government), as well as contextual factors relevant to Bali. This research will attempt to bridge the gap between theoretical knowledge and practical implementation of green tourism in Bali, focusing on identifying barriers and supporting factors in the local context. Unlike previous research that may have focused on one or two aspects, this study will combine various dimensions (knowledge, attitudes, commitment, and behavior) into a comprehensive research framework. Based on the findings, this research aims to produce more targeted and applicable recommendations to improve the implementation of green tourism in Bali's tourist destinations.

Thus, this research will not only fill gaps in the existing literature but also provide significant practical contributions to the development of sustainable tourism in Bali.

## 2      Methodology

This study employed a mixed-method approach to investigate sustainable tourism behavior among destination managers in Bali. The research was conducted across various tourism destinations in Bali, encompassing cultural, natural, and adventure tourism sites. Research Design and Sampling: A quantitative survey was distributed via Google Forms to tourism destination managers in Bali. The target sample size was a minimum of 30 respondents representing at least 15 diverse tourism destinations. Sampling considered representation from cultural and spiritual sites, nature-based attractions, and adventure tourism locations.

Data Collection Instruments: A structured questionnaire was developed based on literature review and adapted to the Bali tourism context. It measured four key variables: Knowledge of Green Tourism (X1), Attitude toward Sustainable Tourism (X2), Commitment to Sustainable Tourism (X3), and Green Tourism Behavior (Y). Each variable was operationalized through multiple indicators, with responses captured on a 4-point Likert Scale. The questionnaire included both favorable and unfavorable statements to ensure response validity.

Quantitative data analysis was performed using SPSS 26 for Windows. The analysis included: Instrument validity and reliability tests, Multiple linear regression analysis, Hypothesis testing (t-test for partial effects and F-test for simultaneous effects), Correlation coefficient (R) and coefficient of determination (R²) analysis. The significance level for hypothesis testing was set at 0.05 (5%). Following the quantitative analysis, a qualitative phase was conducted to deepen insights. This involved in-depth interviews, observations, and documentation from selected tourism destination managers and sites. The qualitative data was analyzed descriptively to develop strategic recommendations for enhancing green tourism practices. Informed consent was obtained from all participants, and confidentiality of responses was assured throughout the research process. This methodology allows for a comprehensive understanding of the factors influencing sustainable tourism behavior among Bali's destination managers, providing both statistical evidence and rich contextual insights.

## 3      Result and Discussion

### 3.1     Result

This study provides profound insights into the dynamics of green tourism behavior among tourism destination managers in Bali. The research involved 36 respondents representing diverse tourism destinations across Bali, encompassing cultural, natural, and adventure sites. The demographic profile of respondents reveals a male dominance (83.3%) in management positions, with the majority aged 30-40 years (38.9%). Half of the respondents hold a bachelor's degree or equivalent, indicating a relatively high level of education. Interestingly, a significant proportion of respondents (61.1%) have less than 5 years of work experience, suggesting either a generational shift or rapid growth in Bali's tourism industry.

**Table 1.** T-test (partial test)

| | | Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Model | Unstandardized Coefficients | | Standardized Coefficients | | Sig. | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | .633 | .191 | | 3.311 | .002 | | |
| | Knowledge | .135 | .070 | .206 | 1.917 | .064 | .606 | 1.649 |
| | Attitudes | .282 | .103 | .365 | 2.740 | .010 | .396 | 2.522 |
| | Commitment | .349 | .111 | .420 | 3.127 | .004 | .391 | 2.559 |

a. Dependent Variable: Green Tourism Behavior

Multiple linear regression analysis revealed intriguing findings regarding the factors influencing green tourism behavior. Attitudes and commitment proved to have significant influences, while knowledge did not demonstrate a statistically significant effect. Knowledge of green tourism practices, although not statistically significant ($\beta = 0.135$, $p = 0.064$), showed a positive tendency. This suggests that increased knowledge may contribute to improved green tourism behavior, albeit through a more complex relationship than initially hypothesized as shown in Table 1.

Attitudes towards sustainable tourism emerged as a crucial factor ($\beta = 0.282$, $p = 0.010$), indicating that managers with more positive attitudes tend to implement better green tourism practices. This finding underscores the importance of fostering and reinforcing positive attitudes towards sustainability among tourism destination managers, as shown in Table 1.

Commitment to green tourism principles demonstrated the strongest influence ($\beta = 0.349$, $p = 0.004$) among the three variables. This highlights the critical role of commitment in driving the implementation of sustainable tourism practices. Managers with strong commitment are likely to be more consistent in applying and maintaining green tourism practices, even when faced with challenges, as shown in Table 1.

The F-test yielded a p-value of 0.000, confirming that knowledge, attitudes, and commitment collectively has a significant influence on green tourism behavior. This affirms the importance of a holistic approach to understanding and promoting sustainable tourism practices as shown in Table 2.

**Table 2.** The F test

| | | ANOVA[a] | | | | |
|---|---|---|---|---|---|---|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1.895 | 3 | .632 | 36.711 | .000[b] |
| | Residual | .550 | 32 | .017 | | |
| | Total | 2.445 | 35 | | | |

a. Dependent Variable: Green Tourism Behavior
b. Predictors: (Constant), Commitment, Knowledge, Attitudes

The coefficient of determination ($R^2$) of 0.775 indicates that the research model explains 77.5% of the variability in green tourism behavior, as shown in Table 3. This

high predictive power affirms the relevance of the chosen variables in the context of sustainable tourism in Bali. However, the 22.5% unexplained variability opens avenues for exploring additional factors that may play a role in shaping green tourism behavior.

**Table 3**. Determination (R Square) test

| Model Summary[b] | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .880a | .775 | .754 | .13116 |

a. Predictors: (Constant), Commitment, Knowledge, Attitudes
b. Dependent Variable: Green Tourism Behavior

These findings support the hypothesis that attitudes and commitment significantly influence green tourism behavior among tourism destination managers in Bali. However, the hypothesis regarding the direct influence of knowledge on behavior was not supported, indicating the complexity of the relationship between knowledge and action in the context of sustainable tourism practices.

The results of this study have important implications for the development of green tourism promotion strategies in Bali. They highlight the importance of not only enhancing knowledge but also actively shaping positive attitudes and strengthening commitment toward sustainable tourism practices. Effective strategies need to consider the complex interactions between knowledge, attitudes, and commitment, as well as contextual factors that may influence the implementation of green tourism practices in Bali's tourism destinations.

This research contributes to the growing body of literature on sustainable tourism by providing empirical evidence from a critical tourism destination. It underscores the need for a nuanced approach to promoting green tourism, one that goes beyond knowledge dissemination to actively engage with the attitudes and commitments of key stakeholders in the tourism industry.

## 3.2    Discussion

The findings of this study offer significant insights into the dynamics of green tourism behavior among destination managers in Bali, contributing to the broader discourse on sustainable tourism practices in developing destinations.

The non-significant direct effect of knowledge on green tourism behavior, despite a positive tendency, aligns with the knowledge-action gap observed in environmental behavior studies (Kollmuss & Agyeman, 2002). This suggests that while knowledge is necessary, it is not sufficient to drive sustainable practice management. The practies result echoes the findings by Komariah et al. (2019), who identified barriers to translating environmental knowledge into action in tourism contexts. This underscores the need for strategies beyond mere information dissemination to promote green tourism practices effectively. The significant influence of attitudes on green tourism behavior corroborates the Theory of Planned Behavior (Ajzen, 1991), highlighting the role of cognitive and affective components in shaping sustainable practices. This

finding is consistent with the study (Han et al., 2018b), which emphasized the importance of environmental values in influencing tourism managers' intentions toward green practices. The results suggest that fostering positive attitudes towards sustainability could be a key leverage point for enhancing green tourism implementation in Bali. The strong influence of commitment on green tourism behavior emerges as a critical finding, supporting the notion that deeply held values and dedication to sustainability principles are fundamental to consistent green practices (Nguyen, et al., 2023). This study highlights how personal values significantly shape individuals' intentions toward sustainable tourism, aligning with the theory of planned behavior, which posits that commitment and values are crucial in determining behavioral intentions in tourism contexts. This aligns with organizational behavior theories that emphasize the role of commitment in driving pro-environmental behaviors in workplace settings (Norton et al., 2015). The finding suggests that cultivating a strong commitment to sustainability among destination managers could be a powerful strategy for advancing green tourism in Bali.

The collective significance of knowledge, attitudes, and commitment in explaining green tourism behavior ($R^2 = 0.775$) underscores the complex, multi-faceted nature of sustainability practices in tourism management. This holistic perspective aligns with the Sustainability Transition Theory (Geels, 2011), which posits that shifts toward sustainability involve interconnected changes in knowledge systems, values, and institutional commitments.

The demographic profile of respondents, particularly the high proportion of managers with less than five years of experience, points to a potential generational shift in Bali's tourism industry. This presents both challenges and opportunities for instilling green tourism practices, as newer managers might be more receptive to innovative sustainability approaches but may lack the long-term perspective and experience of their predecessors.

These findings have important implications for policy and practice in Bali's tourism sector. They suggest that effective promotion of green tourism should focus on Developing comprehensive capacity-building programs that not only increase knowledge but also shape attitudes and strengthen the commitment to sustainability; Creating supportive organizational cultures and incentive structures that reinforce commitment to green tourism practices; Tailoring interventions to the specific needs and characteristics of Bali's diverse tourism destinations, considering the varied backgrounds and experiences of managers.

The study contributes to the theoretical understanding of green tourism behavior by highlighting the interplay between cognitive (knowledge), affective (attitudes), and conative (commitment) factors in shaping sustainable practices. It suggests a refinement of existing models of pro-environmental behavior in tourism management, emphasizing the critical role of commitment alongside knowledge and attitudes. Future research could explore the 22.5% unexplained variance in green tourism behavior, investigating additional factors such as institutional support, market pressures, or cultural influences specific to the Balinese context. Longitudinal studies could also provide insights into how green tourism behaviors evolve, particularly in the context of the observed generational shift in management. In conclusion, this study provides a

nuanced understanding of the factors driving green tourism behavior among destination managers in Bali. By highlighting the complex interplay between knowledge, attitudes, and commitment, it offers valuable insights for developing more effective strategies to promote sustainable tourism practices in this critical destination and potentially in similar contexts globally.

# 4    Conclusion

This study set out to explore the dynamics of sustainable tourism behavior among Bali's tourism destination managers, focusing on the interplay between knowledge, attitudes, and commitment. The findings reveal a complex landscape of factors influencing green tourism practices in one of the world's most popular tourist destinations.

Contrary to initial expectations, knowledge alone did not significantly predict green tourism behavior, challenging the assumption that information dissemination is sufficient to drive sustainable practices. However, the positive tendency observed suggests that knowledge still plays a role, albeit in a more nuanced manner than previously thought. The significant influence of attitudes and commitment on green tourism behavior aligns with our initial hypotheses and underscores the importance of psychological factors in shaping sustainable practices. This finding validates the need for a more holistic approach to promoting green tourism, one that goes beyond mere education to actively cultivate positive attitudes and strengthen commitment among destination managers.

The demographic profile of respondents is characterized by a high proportion of relatively new managers pointing to an ongoing transformation in Bali's tourism industry. This generational shift presents both challenges and opportunities for instilling sustainable practices at a critical juncture in the destination's development. These insights contribute to the broader discourse on sustainable tourism by highlighting the complex interplay of cognitive, affective, and conative factors in shaping green behavior. They also provide a foundation for refining existing models of pro-environmental behavior in tourism management, particularly in the context of developing destinations.

Looking ahead, this research opens up several avenues for future investigation. The unexplained variance in green tourism behavior invites exploration of additional factors such as institutional support, market pressures, or cultural influences specific to the Balinese context. Longitudinal studies could provide valuable insights into how green tourism behaviors evolve, especially in light of the observed generational shift in management. Moreover, the findings call for the development of more targeted and comprehensive strategies to cultivate "green guardians" among Bali's tourism destination managers. These strategies should focus not only on enhancing knowledge but also on shaping attitudes and reinforcing commitment to sustainability principles.

In conclusion, this study provides a nuanced understanding of the factors driving green tourism behavior in Bali, offering valuable insights for policymakers, industry leaders, and educators. By revealing the intricate dynamics of sustainable tourism behavior, it lays the groundwork for more effective approaches to promoting

environmental stewardship in one of the world's most cherished tourist destinations. As Bali continues to navigate the challenges of sustainable tourism development, the cultivation of green guardians among its destination managers will be crucial in preserving the island's natural and cultural heritage for future generations.

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