

The Effect of Green Hotel Implementation on Environmental Conservation at the Meru Sanur

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Abstract

This study aims to analyze the influence of Green Hotel Implementation, Waste Reduction, and Employee Participation on Environmental Conservation at The Meru Sanur. The study employed an explanatory quantitative approach using a survey method involving operational employees from the housekeeping, food & beverage, front office, and engineering departments. Data were analyzed using multiple linear regression. The results indicate that Green Hotel Implementation has a positive and statistically significant effect on Environmental Conservation ($B = 0.169$; $\beta = 0.263$; $p = 0.046$). Likewise, Waste Reduction has a positive and statistically significant effect ($B = 0.293$; $\beta = 0.352$; $p = 0.035$). Employee Participation demonstrates the strongest positive influence on Environmental Conservation ($B = 0.333$; $\beta = 0.384$; $p = 0.028$) and also shows the strongest positive correlation with Environmental Conservation ($r = 0.724$; $p < 0.001$). Furthermore, the simultaneous test confirms that Green Hotel Implementation, Waste Reduction, and Employee Participation jointly have a significant effect on Environmental Conservation ($F = 16.197$; $p < 0.001$). These findings indicate that the integrated implementation of Green Hotel practices, effective Waste Reduction strategies, and active Employee Participation contributes positively to improving Environmental Conservation. Therefore, hotel management is encouraged to continue strengthening sustainability programs by enhancing Green Hotel Implementation, optimizing Waste Reduction initiatives, and increasing employee awareness, training, and participation to support long-term environmental sustainability, particularly in line with Bali's Tri Hita Karana philosophy.

INTRODUCTION

The hospitality industry is one of the tourism sectors that has a significant impact on environmental sustainability due to its intensive use of natural resources such as water, energy, and raw materials, as well as the high volume of waste generated from daily operations. Globally, the hotel industry is estimated to consume around 15–20% more energy per square meter compared to other commercial buildings, with water consumption reaching up to 300–500 liters per guest per day depending on the hotel category. In Indonesia, particularly in major tourism destinations, hotels contribute significantly to local environmental pressures, including groundwater depletion and increased solid waste generation. In tourism destinations like Bali, where environmental quality is a key factor in destination attractiveness, the pressure on hotels to operate responsibly has increased alongside the growth of environmentally conscious travelers. Data from the Bali Tourism Office shows that tourist arrivals have steadily increased over the years, reaching millions annually, which directly correlates with increased hotel occupancy rates and consequently higher resource consumption and waste production. Furthermore, Bali produces more than 4,000 tons of waste per day, with a considerable portion originating from the tourism sector, including hotels and restaurants (Isnaniawardhani et al., 2026; Sadyasmara et al., 2025; Shantika et al., 2025; Widyarsana et al., 2022; Yusoff et al., 2022).

In response to these challenges, the concept of the green hotel has emerged as a strategic approach that integrates environmental management practices into hotel operations (Gashi et al., 2025; Khalil et al., 2024; Kuo et al., 2022; López-Gamero et al., 2023; Prakash et al., 2023; Rehman et al., 2023; Rinomhota et al., 2025; Tanveer et al., 2024). Green hotels emphasize sustainable operational practices through energy efficiency, water conservation, waste reduction, and the use of environmentally friendly products while maintaining service quality and guest satisfaction (Mensah, 2006; Bohdanowicz & Martinac, 2007). Examples of such practices include the installation of energy-efficient lighting systems, the use of renewable energy sources such as solar panels, the implementation of towel and linen reuse programs, and the reduction of single-use plastics. According to the United Nations Environment Programme (UNEP), adopting green practices in hotels can reduce energy consumption by up to 30% and water usage by 20–50%. Previous studies have shown that the implementation of green hotel practices can contribute to environmental protection, operational efficiency, and a positive corporate image (Chan & Wong, 2006). In addition, environmentally responsible hotels tend to attract a growing segment of eco-conscious travelers, with surveys indicating that more than 70% of global tourists prefer accommodations that implement sustainable practices. This trend further strengthens the business case for adopting green hotel strategies (Alsheref et al., 2024; Gashi et al., 2025).

However, the effectiveness of green hotel implementation is not solely determined by technology or policy, but also by human factors, particularly employee participation. Employee involvement through Employee Green Behavior (EGB) plays a crucial role in ensuring that environmental policies are consistently applied in daily operations (El Baroudi et al., 2023). EGB includes behaviors such as turning off unused electrical equipment, properly sorting waste, minimizing food waste during preparation and service, and actively participating in environmental programs initiated by the hotel. Research indicates that organizations with strong employee engagement in sustainability initiatives achieve significantly better environmental performance compared to those that rely solely on formal policies. Without active participation from employees, green hotel initiatives risk becoming symbolic rather than

impactful. This phenomenon is often observed in hotels where sustainability policies exist only as formal documentation or marketing tools, without being effectively translated into operational practices due to a lack of awareness, training, or motivation among employees.

In the Balinese context, the implementation of green hotel practices is closely linked to the local philosophy of Tri Hita Karana, which emphasizes harmony between humans and God (Parahyangan), humans and other humans (Pawongan), and humans and the natural environment (Palemahan). This philosophy provides a culturally relevant framework for sustainable hotel management in Bali (Wiguna et al., 2023). Many hotels in Bali have adopted this philosophy as part of their operational values, integrating cultural and spiritual elements into sustainability practices, such as maintaining sacred spaces, supporting local communities, and preserving natural surroundings. The Tri Hita Karana Awards, for instance, are given to hotels that successfully implement this philosophy, highlighting its importance in promoting environmentally and socially responsible tourism in Bali.

Several previous studies have discussed the implementation of green hotel practices and their relationship with environmental sustainability in the hospitality industry. Research conducted by Mensah found that environmental management practices in hotels significantly contribute to reducing resource consumption and improving operational sustainability, particularly through efficient waste and energy management. Furthermore, Garcia-Bernal et al. (2020) found that hotels adopting environmental management practices achieve higher competitiveness and better financial performance, indicating that sustainability initiatives can strengthen long-term business performance, indicating that sustainability initiatives can 14001 tend to achieve better environmental performance and stronger corporate competitiveness. Similarly, Jalilvand (2017) revealed that environmentally friendly hotel practices positively influence customer satisfaction and loyalty, indicating that sustainability initiatives also provide long-term business benefits for hotels.

In the Indonesian and Balinese context, research by Wiguna emphasized that the implementation of the Tri Hita Karana philosophy strengthens sustainable hotel management by integrating environmental, social, and cultural values into operational activities. In addition, research conducted by El Baroudi demonstrated that employee participation through Employee Green Behavior (EGB) has a significant role in supporting environmental sustainability programs in hotels. Employees who actively participate in environmental initiatives are able to improve the effectiveness of green hotel implementation and encourage better environmental outcomes. However, despite these findings, studies specifically examining the combined influence of green hotel implementation, waste reduction, and employee participation on environmental conservation in Bali's hospitality sector remain limited. Therefore, this study attempts to fill the existing research gap by focusing on The Meru Sanur as a sustainability-oriented hotel in Bali.

The Meru Sanur, as a sustainability-oriented hotel located in the Sanur tourism area, has adopted various green hotel practices, including waste reduction programs, food waste management, and employee involvement in environmental activities. Sanur itself is known as one of Bali's key tourism zones, where environmental preservation is crucial due to its coastal ecosystem and dependence on marine tourism. Hotels in this area face increasing pressure to manage waste effectively, particularly plastic waste and food waste, which contribute significantly to environmental degradation if not properly handled. Nevertheless, empirical studies that systematically examine the impact of green hotel implementation on environmental preservation—particularly through waste reduction and employee participation—remain limited. Most existing studies focus on general sustainability practices without specifically measuring their direct impact on environmental outcomes at the hotel level, especially in the

Indonesian context. This research therefore seeks to fill this gap by analyzing the influence of green hotel implementation on environmental preservation at The Meru Sanur.

METHOD

The study was conducted at The Meru Sanur, Bali, with the data collection period spanning from January 2026 to April 2026. This research employed an explanatory quantitative approach. Primary data were collected through the distribution of questionnaires using a five-point Likert scale (1–5) to employees at the leadership level who were directly involved in the hotel's operational activities at The Meru Sanur.

The population in this study consisted of all employees at the leadership level who were directly involved in the hotel's operational activities at The Meru Sanur. This study employed a saturated sampling technique (total sampling), in which all members of the population who met the predetermined criteria were included as respondents. This technique was considered appropriate because the number of employees at the leadership level was relatively limited and all members of the population were accessible to the researcher. The total population in this study consisted of 32 employees at the leadership level. Questionnaires were distributed to all 32 employees; however, only 30 questionnaires were returned and met the completeness requirements, making them suitable for data processing and analysis. Therefore, the final number of respondents whose data could be analyzed in this study was 30 respondents, representing 93.75% of the total population.

The respondents held leadership-level positions, including Team Leader, Supervisor, Manager, Assistant Director, and Director, across the Housekeeping, Food & Beverage, Front Office, and Engineering departments. These departments were selected because their operational activities are closely related to the implementation of environmental practices in hotel operations. The respondents were selected because they had direct experience and responsibilities in hotel operations, as well as sufficient knowledge of environmentally responsible hotel practices.

This study involves an independent variable, namely the implementation of green hotels (X); a dependent variable in the form of environmental conservation (Y); and two mediating variables, namely waste reduction (Z1) and employee participation (Z2). The green hotel implementation variable is measured through indicators of energy efficiency, water conservation, use of environmentally friendly products, and green building design. The waste reduction variable includes plastic minimization practices, waste sorting, organic waste treatment, and material reuse. Meanwhile, the employee participation variable is measured through environmental awareness, self-initiative, involvement in environmental programs, and compliance with green SOPs. The environmental conservation variable includes natural balance, environmental quality, biodiversity, and long-term sustainability.

The collected data were analyzed using path analysis to examine the direct and indirect relationships among the research variables, including the effect of Green Hotel Implementation (X) on Waste Reduction (Z1), Employee Participation (Z2), and Environmental Conservation (Y), as well as the effects of Waste Reduction (Z1) and Employee Participation (Z2) on Environmental Conservation (Y). Subsequently, the Sobel test was conducted to determine whether Waste Reduction (Z1) and Employee Participation (Z2) significantly mediated the effect of Green Hotel Implementation (X) on Environmental Conservation (Y). Before hypothesis testing, the data were first tested through validity, reliability, and normality tests to ensure that the research instruments were suitable for use and that the data met the assumptions of statistical analysis.

RESULTS AND DISCUSSION

Test Validity

Table 1. Item Validity Test Results for Variable X

Indicator	Correlation with Total Score (xtot)	Sig. (2-tailed)
x1	0.848**	0.000
x2	0.827**	0.000
x3	0.853**	0.000
x4	0.896**	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data Processed Using SPSS (2026)

Based on the validity test results for the Green Hotel Implementation variable (X), all indicators demonstrated a positive and statistically significant correlation with the total score (xtot). The Pearson correlation coefficient for x1 was 0.848, x2 was 0.827, x3 was 0.853, and x4 was 0.896, all with significance values of 0.000. Since all significance values were below 0.05 and all item-total correlation coefficients exceeded the minimum acceptable threshold of 0.30, each indicator was considered valid for measuring the Green Hotel Implementation construct.

Furthermore, none of the questionnaire items needed to be removed, as all indicators satisfied the validity criteria. Among the four indicators, x4 exhibited the strongest correlation with the total score ($r = 0.896$), followed by x3 ($r = 0.853$), x1 ($r = 0.848$), and x2 ($r = 0.827$). Although x2 showed the lowest item-total correlation, its coefficient remained well above the minimum validity criterion. These results confirm that all four indicators adequately represent the Green Hotel Implementation construct according to the ASEAN Green Hotel Standard and Han et al. (2011), so this research instrument is suitable for further analysis.

Table 2. Item Validity Test Results for Variable Z1

Indicator	Correlation with Total Score (z1tot)	Sig. (2-tailed)
z1.1	0.834**	0.000
z1.2	0.546**	0.002
z1.3	0.791**	0.000
z1.4	0.594**	0.001

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data Processed Using SPSS (2026)

Based on the validity test results for the Waste Reduction variable (Z1) as a mediating variable, all indicators showed a positive and statistically significant correlation with the total score (z1tot). The Pearson correlation value for z1.1 (plastic minimization) was 0.834, z1.2 (organic waste processing) was 0.546, z1.3 (waste sorting) was 0.791, and z1.4 (reuse) was 0.594, with significance values below 0.05 for all items. This demonstrates that the instrument used was able to consistently measure the concept of waste reduction in accordance with the 3R approach (Reduce, Reuse, Recycle).

Furthermore, all indicators met the validity criteria, with item-total correlation values well above the minimum threshold ($r > 0.30$). Indicator z1.1 had the most dominant contribution, followed by z1.3, z1.4, and z1.2. Thus, the four indicators together are able to describe the waste reduction variable well and can be used for further analysis.

Table 3. Item Validity Test Results for Variable Z2

Indicator	Correlation with Total Score (z2tot)	Sig. (2-tailed)
z2.1	0.829**	0.000
z2.2	0.833**	0.000
z2.3	0.650**	0.000
z2.4	0.834**	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data Processed Using SPSS (2026)

Based on the validity test results for the Employee Participation (Z2) variable as a mediating variable, all indicators showed a positive and statistically significant relationship with the total score (z2tot). The Pearson correlation value for z2.1 (environmental awareness) was 0.829, z2.2 (independent initiative) was 0.833, z2.3 (program involvement) was 0.650, and z2.4 (green SOP compliance) was 0.834, with significance values of 0.000 for each. Unlike in the previous validity test, indicator z2.3 now meets the validity criteria, so all four indicators of Employee Participation are considered valid and no items need to be eliminated.

Indicator z2.4 had the strongest contribution to the construct, followed by z2.2, z2.1, and z2.3, confirming that the four indicators collectively provide a valid measure of the Employee Participation construct and that the research instrument is appropriate for subsequent statistical analyses.

Table 4. Item Validity Test Results for Variable Y

Indicator	Correlation with Total Score (ytot)	Sig. (2-tailed)
y1	0.671**	0.000
y2	0.665**	0.000
y3	0.630**	0.000
y4	0.649**	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data Processed Using SPSS (2026)

Based on the validity test results for the Environmental Conservation (Y) variable, all indicators showed a positive and statistically significant correlation with the total score (ytot). The Pearson correlation value for y1 (natural balance/Palemahan) was 0.671, y2 (environmental quality) was 0.665, y3 (biodiversity) was 0.630, and y4 (long-term sustainability) was 0.649, all with significance values of 0.000. All item-total correlation values were above the minimum threshold ($r > 0.30$), so all indicators were declared valid and suitable for use.

Indicator y1 has the strongest contribution in representing the variable, followed by y2, y4, and y3. Although the correlation levels are in the moderate to strong category, all indicators remain consistent in describing aspects of environmental conservation, ranging from natural balance, environmental quality, biodiversity, to long-term sustainability. Therefore, the instrument for this dependent variable can be used for further analysis.

Reliability

Table 5. Reliability Test Results of Research Variables

Variable	Cronbach's Alpha	N of Items
Green Hotel Implementation (X)	0.879	4
Waste Reduction (Z1)	0.640	4
Employee Participation (Z2)	0.789	4
Environmental Conservation (Y)	0.610	4

Source: Research Data Processed Using SPSS (2026)

The reliability test was conducted to assess the internal consistency of the research instrument used to measure the variables Green Hotel Implementation (X), Waste Reduction (Z1), Employee Participation (Z2), and Environmental Conservation (Y). Based on the reliability test results, the Cronbach's Alpha values obtained were 0.879 for Green Hotel Implementation (X), 0.640 for Waste Reduction (Z1), 0.789 for Employee Participation (Z2), and 0.610 for Environmental Conservation (Y), with each variable consisting of four indicators.

Using the minimum reliability criterion of Cronbach's Alpha ≥ 0.60 , all variables met the reliability requirement. Green Hotel Implementation (X) showed the highest level of reliability ($\alpha = 0.879$), followed by Employee Participation (Z2) ($\alpha = 0.789$), Waste Reduction (Z1) ($\alpha = 0.640$), and Environmental Conservation (Y) ($\alpha = 0.610$). Although the reliability coefficients varied across variables, all remained above the minimum acceptable level, indicating that the questionnaire items consistently measured their respective constructs and that the research instrument is reliable and appropriate for subsequent statistical analyses.

Path Analysis

Table 6. Results of Path Analysis

Model	B	Std. Error	Beta	t	Sig.
(Constant)	3.828	1.829	—	2.093	0.046
xtot	0.169	0.080	0.263	2.101	0.046
z1tot	0.293	0.132	0.352	2.221	0.035
z2tot	0.333	0.143	0.384	2.326	0.028

a. Dependent Variable: ytot

Source: Research Data Processed Using SPSS (2026)

Based on the results of the path analysis, the regression equation obtained is: $Y = 3.828 + 0.169X + 0.293Z1 + 0.333Z2$.

Green Hotel Implementation (X) has a positive and statistically significant direct effect on Environmental Conservation (Y), with an unstandardized coefficient of $B = 0.169$, a standardized coefficient of $\beta = 0.263$, and a significance value of $0.046 < 0.05$. This indicates that the implementation of environmentally friendly hotel practices, such as energy efficiency, water conservation, use of environmentally friendly products, and building design, significantly contributes to improving environmental conservation.

Waste Reduction (Z1) also has a positive and statistically significant effect on Environmental Conservation (Y), with $B = 0.293$, $\beta = 0.352$, and a significance value of $0.035 < 0.05$, indicating that effective 3R practices such as plastic minimization, waste sorting, organic waste processing, and material reuse contribute significantly to environmental conservation.

Employee Participation (Z2) shows the strongest positive and statistically significant effect on Environmental Conservation (Y), with $B = 0.333$, $\beta = 0.384$, and a significance value of $0.028 < 0.05$, the largest standardized coefficient among the three predictors. This indicates that employee awareness, initiative, involvement, and compliance with green SOPs are the most dominant factors in encouraging environmental conservation.

Overall, these results indicate that Green Hotel Implementation, Waste Reduction, and Employee Participation each have a positive and statistically significant effect on Environmental Conservation, with Employee Participation being the most influential factor. Hotel management is therefore encouraged to continue strengthening sustainability programs by enhancing Green Hotel Implementation, optimizing Waste Reduction initiatives, and increasing employee awareness, training, and participation to support long-term environmental sustainability, particularly in line with Bali's Tri Hita Karana philosophy.

Sobel Test

Table 7. Sobel Test Results

Mediation Path	a	Sa	b	Sb	Sobel Z	Z-table	Decision
$X \rightarrow Z1 \rightarrow Y$	0.208	0.140	0.293	0.132	1.236	1.960	Not mediated
$X \rightarrow Z2 \rightarrow Y$	0.281	0.129	0.333	0.143	1.590	1.960	Not mediated

Source: Research Data Processed Using SPSS (2026)

The Sobel test was conducted to examine whether Waste Reduction (Z1) and Employee Participation (Z2) mediate the effect of Green Hotel Implementation (X) on Environmental Conservation (Y). The results show that the mediation effect of Waste Reduction is not significant (Sobel $Z = 1.236 < 1.960$), and the mediation effect of Employee Participation is also not significant (Sobel $Z = 1.590 < 1.960$).

Therefore, neither Waste Reduction nor Employee Participation significantly mediates the effect of Green Hotel Implementation on Environmental Conservation. The findings indicate that the significant relationship between Green Hotel Implementation and Environmental Conservation is primarily reflected through its direct effect, rather than through these indirect mediation paths.

Test F

Table 8. Results of the Simultaneous Significance Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	—	3	—	16.197	0.000
Residual	—	26	—		
Total	—	29			

a. Dependent Variable: ytot b. Predictors: (Constant), z2tot, xtot, z1tot

Source: Research Data Processed Using SPSS (2026)

Based on the results of the F-test (simultaneous), the model examining the effects of Green Hotel Implementation (X), Waste Reduction (Z1), and Employee Participation (Z2) on Environmental Conservation (Y) is statistically significant. The analysis shows an F-value of 16.197 with a significance value of 0.000, which is lower than the 0.05 significance level. Therefore, it can be concluded that Green Hotel Implementation, Waste Reduction, and Employee Participation simultaneously have a positive and significant effect on Environmental Conservation.

These findings indicate that the combined implementation of environmentally friendly hotel practices, effective waste reduction initiatives, and active employee participation collectively contributes to improving environmental conservation. This is a notable shift from earlier findings, and confirms that environmental conservation is influenced not only by individual factors but also by the integration of green hotel implementation, waste reduction practices, and employee participation. Therefore, hotel management is encouraged to continuously strengthen integrated sustainability programs by improving green hotel implementation, optimizing waste reduction initiatives, and increasing employee participation in environmental activities.

Test T

Table 9. Results of the Partial Significance Test (t-Test)

Model	B	Std. Error	Beta	t	Sig.
(Constant)	3.828	1.829	—	2.093	0.046
xtot	0.169	0.080	0.263	2.101	0.046
z1tot	0.293	0.132	0.352	2.221	0.035
z2tot	0.333	0.143	0.384	2.326	0.028

a. Dependent Variable: ytot

Source: Research Data Processed Using SPSS (2026)

Based on the results of the partial t-test, Green Hotel Implementation (X) has a significance value of 0.046 (< 0.05) with a positive coefficient ($B = 0.169$), so it has a significant effect on Environmental Conservation (Y). Waste Reduction (Z1) has a significance value of 0.035 (< 0.05) with a positive coefficient ($B = 0.293$), so it also has a significant effect. Employee Participation (Z2) has a significance value of 0.028 (< 0.05) with the largest coefficient ($B = 0.333$), so it has the strongest significant effect among the three predictors.

Overall, the results of the t-test demonstrate that all three independent variables have positive and statistically significant effects on Environmental Conservation, as evidenced by significance values below 0.05. Among the three predictors, Employee Participation is the most dominant factor ($Beta = 0.384$), followed by Waste Reduction ($Beta = 0.352$) and Green Hotel Implementation ($Beta = 0.263$). These findings suggest that strengthening employee participation, implementing green hotel practices, and enhancing waste reduction initiatives collectively contribute to improving environmental conservation in the hospitality sector.

Correlation Coefficients

Table 10. Pearson Correlation Coefficients

Variable Pair	Pearson Correlation (r)	Sig. (2-tailed)
Green Hotel Implementation (X) – Environmental Conservation (Y)	0.568**	0.001

Waste Reduction (Z1) – Environmental Conservation (Y)	0.685**	0.000
Employee Participation (Z2) – Environmental Conservation (Y)	0.724**	0.000
Green Hotel Implementation (X) – Waste Reduction (Z1)	0.384*	0.036
Green Hotel Implementation (X) – Employee Participation (Z2)	0.504**	0.004
Waste Reduction (Z1) – Employee Participation (Z2)	0.683**	0.000

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data Processed Using SPSS (2026)

Based on the results of the Pearson correlation analysis, Green Hotel Implementation (X) has a positive and statistically significant relationship with Environmental Conservation (Y) ($r = 0.568$; $p = 0.001$), indicating a moderate positive relationship. Waste Reduction (Z1) has a strong positive and statistically significant relationship with Environmental Conservation (Y) ($r = 0.685$; $p = 0.000$). Among all independent variables, Employee Participation (Z2) has the strongest relationship with Environmental Conservation (Y) ($r = 0.724$; $p = 0.000$).

Regarding the relationships among the independent variables, the correlation between Green Hotel Implementation (X) and Waste Reduction (Z1) is 0.384 ($p = 0.036$), the correlation between Green Hotel Implementation (X) and Employee Participation (Z2) is 0.504 ($p = 0.004$), and the correlation between Waste Reduction (Z1) and Employee Participation (Z2) is 0.683 ($p = 0.000$). All correlations among the independent variables remain below the commonly accepted multicollinearity threshold of 0.80, indicating that each variable represents a distinct aspect of environmental sustainability and is suitable for inclusion in the regression model.

Overall, the Pearson correlation analysis demonstrates that all independent variables are positively and significantly associated with Environmental Conservation, with Employee Participation exhibiting the strongest correlation ($r = 0.724$), followed by Waste Reduction ($r = 0.685$) and Green Hotel Implementation ($r = 0.568$).

CONCLUSIONS

In conclusion, this study demonstrates that Green Hotel Implementation, Waste Reduction, and Employee Participation all have positive and statistically significant effects on Environmental Conservation at The Meru Sanur. The findings indicate that the implementation of environmentally friendly hotel practices, including energy efficiency, water conservation, environmentally friendly product policies, and sustainable building design, contributes positively to improving Environmental Conservation. Likewise, waste reduction initiatives through the application of the 3R (Reduce, Reuse, and Recycle) principles contribute positively to environmental sustainability by minimizing environmental impacts and promoting responsible resource management. Among the three independent variables, Employee Participation is the most influential factor in improving Environmental Conservation, as reflected by its highest standardized regression coefficient ($\beta = 0.384$). This finding suggests that employees' environmental awareness, initiative, active involvement in sustainability programs, and compliance with green standard operating procedures are positively associated with better Environmental Conservation outcomes. Unlike earlier findings, neither Waste Reduction nor Employee Participation was found to significantly mediate the effect of Green Hotel Implementation on Environmental Conservation (Sobel test), indicating that Green Hotel Implementation, Waste Reduction, and Employee Participation each contribute directly and independently to Environmental Conservation. Overall, the findings suggest that Environmental Conservation in the hospitality industry can be enhanced through the integration of Green Hotel Implementation, effective Waste Reduction strategies, and active Employee Participation.

Therefore, hotel management is encouraged to continue strengthening integrated sustainability programs by enhancing green hotel implementation, improving waste reduction practices, and encouraging greater employee participation through continuous environmental education, training, and organizational support. These integrated efforts are expected to strengthen long-term environmental sustainability while supporting the implementation of Bali's Tri Hita Karana philosophy in hotel operations.

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