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Green innovative work behavior: Sequential mediation of workplace happiness and paras paros citizenship behavior

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Abstract: *Five-star hotels are increasingly required to promote sustainable practices through green innovative work behavior. This study aims to examine the influence of ambidextrous leadership on green innovative work behavior through a sequential mediation model involving workplace happiness and paras paros citizenship behavior. This study employed a quantitative survey of 412 permanent employees at five-star hotels in Bali Province, and the data were analyzed using partial least squares-structural equation modeling with SmartPLS 4. The findings indicate that ambidextrous leadership is positively and significantly associated with workplace happiness and paras paros citizenship behavior, but does not have a direct relationship with green innovative work behavior. Workplace happiness significantly enhances both paras paros citizenship behavior and green innovative work behavior, while paras paros citizenship behavior shows the strongest direct effect on green innovative work behavior. More importantly, the results confirm a significant sequential mediation pathway in which ambidextrous leadership enhances workplace happiness, workplace happiness affects paras paros citizenship behavior, and paras paros citizenship behavior subsequently promotes green innovative work behavior. These findings imply that the green innovation of five-star hotels is not only motivated by leadership but also reflected in employees' positive psychological states and culturally embedded citizenship behavior.*

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The study implies that hotel managers should foster workplace happiness and strengthen local values of harmony, mutual support, and collective responsibility to encourage sustainable innovation.

Keywords: *ambidextrous leadership; green innovative work behavior; paras paros citizenship behavior; sustainable hospitality; workplace happiness*

Perilaku kerja inovatif hijau melalui kebahagiaan di tempat kerja dan perilaku kewargaan *paras paros*

Abstrak: *Hotel bintang lima menghadapi tekanan yang semakin besar untuk mendorong praktik berkelanjutan melalui green innovative work behavior. Tujuan dari kajian ini yaitu untuk menguji pengaruh ambidextrous leadership terhadap green innovative work behavior melalui model mediasi sekuensial yang melibatkan workplace happiness serta paras paros citizenship behavior. Survei kuantitatif dilakukan terhadap 412 orang karyawan tetap hotel bintang lima di Provinsi Bali, dan data dianalisis menggunakan partial least squares-structural equation modeling dengan SmartPLS 4. Temuan penelitian menunjukkan bahwa ambidextrous leadership berpengaruh positif dan signifikan terhadap workplace happiness dan paras paros citizenship behavior, tetapi tidak berpengaruh langsung terhadap green innovative work behavior. Kebahagiaan di tempat kerja memiliki pengaruh yang signifikan terhadap tingkat perilaku kewarganegaraan prososial dan perilaku kerja inovatif ramah lingkungan, sementara tingkat perilaku kewarganegaraan prososial menunjukkan pengaruh langsung terkuat terhadap perilaku kerja inovatif ramah lingkungan. Lebih penting lagi, hasil penelitian mengonfirmasi adanya jalur mediasi sekuensial yang signifikan, yaitu ambidextrous leadership meningkatkan workplace happiness, workplace happiness meningkatkan paras paros citizenship behavior, dan paras paros citizenship behavior selanjutnya mendorong green innovative work behavior. Temuan ini menunjukkan bahwa green innovation di hotel bintang lima tidak hanya didorong oleh kepemimpinan semata, tetapi muncul melalui kondisi psikologis positif karyawan dan perilaku kewargaan yang berakar pada budaya lokal. Penelitian ini mengimplikasikan bahwa manajer hotel perlu menumbuhkan workplace happiness dan memperkuat nilai-nilai lokal berupa harmoni, saling mendukung, dan tanggung jawab kolektif untuk mendorong inovasi berkelanjutan.*

Kata kunci: *kebahagiaan kerja; kepemimpinan ambidextrous; perhotelan berkelanjutan; perilaku kerja inovatif hijau; perilaku kewargaan paras paros*

INTRODUCTION

Five-star hotels, which consume large amounts of energy, water, raw materials, and operational resources, are coming under growing pressure to be sustainable. This issue is particularly important in Bali, where the competitiveness of hotels depends on environmental quality, cultural values, and community-based hospitality. While many hotels have made efforts to implement sustainability and ESG initiatives, the translation of these policies into real-world practice is still a challenge (Lyu et al., 2022; Shahzad et al., 2023). Thus, employee-led green practices are essential for sustainable hotel operations. Green innovative work behaviour (GIWB) is a sign of the employees' proactive contribution to environmental improvement (Baquero, 2024; Jameel et al., 2025; Peng et al., 2024; Sutarmin et al., 2023). Ambidextrous leadership is applicable to sustainable hospitality because it balances exploration and exploitation, which allows for idea generation while maintaining work discipline and service consistency (Alghamdi, 2018; Rosing et al., 2011). This leadership style has also been associated with sustainability-related outcomes in previous research (Lyu et al., 2022).

However, the link between ambidextrous leadership and GIWB is not always direct, as prior studies suggest that psychological mechanisms may explain how ambidextrous leadership influences innovative behavior reciprocity (Usman et al., 2020; Zacher & Rosing, 2015). Workplace happiness has been shown to improve positive affects, psychological safety and proactive behavior, which are necessary conditions for innovation (Al-shami et al., 2023; Kebede et al., 2024). In hospitality studies, it has been shown that when leaders create a supportive environment, employees develop positive

energy, emotional engagement, and are more likely to contribute beyond the formal job requirements (Guo et al., 2020; Jameel et al., 2025). Paras paros citizenship behavior (PPCB) is an indigenous form of citizenship behavior rooted in Balinese values of togetherness, harmony, equality, mutual support, and collective responsibility (Suliati et al., 2025). In this study, the authors recognize PPCB as a new socio-cultural mechanism that could connect employees' psychological states to GIWB. Despite these theoretical indications, the relationship between ambidextrous leadership and GIWB in hospitality is still underexplored, especially in five-star hotels facing sustainability demands driven by ESG. Existing studies have primarily examined ambidextrous leadership in manufacturing contexts (Lyu et al., 2022) or green transformational leadership in Balinese hotels (Sutarmin et al., 2023). Consequently, limited evidence exists regarding the sequential roles of workplace happiness and PPCB as psychological and sociocultural mechanisms linking ambidextrous leadership to GIWB.

Grounded in Social Exchange Theory (SET) (Blau, 1964) and supported by Conservation of Resources (COR) theory (Hobfoll, 1989), this study argues that ambidextrous leadership creates a psychologically and socially supportive work environment that encourages employees to reciprocate through positive workplace behaviors. Meanwhile, COR supports this argument by explaining that workplace happiness functions as a valuable psychological resource that enables employees to invest their energy, motivation, and cognitive capacity in generating, promoting, and implementing environmentally friendly ideas. Therefore, this study examines how ambidextrous leadership influences GIWB through the sequential mediating roles of workplace happiness and PPCB among employees of five-star hotels in Bali. This study addresses the research question of whether workplace happiness and culturally rooted PPCB can explain the indirect effect of ambidextrous leadership on green innovative work behavior in sustainable hospitality.

Ambidextrous leadership fosters a supportive work environment by strengthening psychological safety, work meaningfulness, emotional satisfaction, innovation, and adaptability (Ijigu et al., 2022; Jiang et al., 2023; Kebede et al., 2024; Liu et al., 2019; Slåtten et al., 2023). Opening and closing leadership behaviors have also been shown to enhance innovative work behavior in the public sector (Kousina & Voudouris, 2023). Consistent with SET (Blau, 1964), positive leader-employee relationships encourage employees to reciprocate through greater workplace satisfaction and happiness.
H_1: Ambidextrous leadership has a positive and significant effect on workplace happiness.

Ambidextrous leadership may also encourage PPCB, which reflects Balinese values of harmony, equality, togetherness, mutual support, and collective responsibility (Suliati et al., 2025). Supportive leadership strengthens organizational citizenship behavior by motivating employees to perform beyond formal job requirements (Iqbal et al., 2020). From a SET perspective, employees who receive positive leadership treatment tend to reciprocate through voluntary prosocial behavior (Blau, 1964).
H_2: Ambidextrous leadership has a positive and significant effect on PPCB.

Ambidextrous leadership supports GIWB by combining opening behaviors that stimulate green idea exploration with closing behaviors that ensure disciplined implementation (Haider et al., 2021; Usman et al., 2020). Sustainability-oriented leadership further strengthens green exploitative and exploratory innovation (Labella-Fernández, 2021). Prior studies also link leadership, green ambidexterity, and sustainability-oriented innovation outcomes (Abidin et al., 2024; Akıncı et al., 2022; Babu et al., 2024; Ragazou et al., 2022; Shafique et al., 2020; Usman et al., 2020; Veiga et al., 2025; Wahab et al., 2024; Zada et al., 2025).
H_3: Ambidextrous leadership has a positive and significant effect on GIWB.

Workplace happiness reflects employees' emotional and social recognition within a supportive work environment. Happy employees are more likely to develop stronger relational bonds and engage in extra-role behaviors, such as PPCB. Empirical studies confirm that workplace happiness enhances organizational citizenship behavior and employees' willingness to contribute beyond formal duties (Al-shami et al., 2023; Goel & Singh, 2024).
H_4: Workplace happiness has a positive and significant effect on PPCB.

Workplace happiness provides psychological resources that foster intrinsic motivation, thriving, psychological ownership, and green creativity, all of which are important for generating and implementing environmentally friendly ideas (Abidin et al., 2024; Haider et al., 2021; Usman et al., 2020). Prior research also shows that happiness enhances innovative behavior through psychological safety, engagement, and positive reciprocity (Al-shami et al., 2023; Jaswal et al., 2024; Kebede et al.,

2024). Based on COR theory, happiness functions as a valuable resource for green innovation (Hobfoll, 1989).

H_5: Workplace happiness has a positive and significant effect on GIWB.

There are limited studies on PPCB and GIWB. Citizenship behaviour is found to enhance GIWB through interpersonal support, trust, and collaboration (Baety & Rojuaniah, 2022; Chen et al., 2020; Ismail & Rodzalan, 2021). PPCB in Bali's collectivist hospitality context promotes harmony, mutual support, knowledge sharing, and collective idea generation, thereby facilitating green innovation from idea creation to implementation (Akıncı et al., 2022; Babu et al., 2024; Wahab et al., 2024). The collectivist values of paras paros promote solidarity, mutual support, knowledge sharing, and group idea generation, which support the GIWB process from idea generation to implementation (Haider et al., 2021; Usman et al., 2020).

H_6: PPCB has a positive and significant effect on GIWB.

Ambidextrous leadership creates a flexible and supportive work environment that enhances employee happiness (Zacher & Rosing, 2015). Happy employees are more likely to reciprocate through prosocial and extra-role behaviors, including PPCB, which reflects cooperation, communal loyalty, and shared responsibility in sustainable hospitality (Ismail & Rodzalan, 2021). Thus, workplace happiness explains how ambidextrous leadership promotes culturally rooted citizenship behavior.

H_7: Workplace happiness mediates the relationship between ambidextrous leadership and PPCB.

Ambidextrous leadership fosters innovative work practices and positive psychological conditions (Babu et al., 2024; Haider et al., 2021; Wahab et al., 2024). Positive psychological states enhance creativity, motivation, and GIWB (Haider et al., 2021; Ricadonna & Perdana, 2022; Usman et al., 2020). From a SET perspective, employees who feel valued and supported tend to reciprocate through creative extra-role contributions (Al-shami et al., 2023). Therefore, workplace happiness serves as an affective mechanism linking ambidextrous leadership to GIWB.

H_8: Workplace happiness mediates the relationship between ambidextrous leadership and GIWB.

Ambidextrous leadership generates psychological and relational conditions that activate discretionary citizenship behavior (Abidin et al., 2024; Akıncı et al., 2022; Babu et al., 2024; Haider et al., 2021; Usman et al., 2020; Wahab et al., 2024). PPCB then strengthens cooperation, trust, and social cohesion, which support green idea development and implementation (Ragazou et al., 2022; Ricadonna & Perdana, 2022; Shafique et al., 2020; Yaakobi & Weisberg, 2020). Accordingly, PPCB may transmit the effect of ambidextrous leadership on GIWB.

H_9: PPCB mediates the relationship between ambidextrous leadership and GIWB.

Workplace happiness provides psychological resources that encourage voluntary prosocial behavior, mutual care, and communal solidarity (Abidin et al., 2024; Akıncı et al., 2022; Babu et al., 2024; Haider et al., 2021; Shafique et al., 2020; Usman et al., 2020; Veiga et al., 2025; Wahab et al., 2024). These behaviors create collaborative conditions for environmentally sustainable innovation (Ricadonna & Perdana, 2022; Zada et al., 2025). Supported by SET and COR theory, PPCB converts workplace happiness into GIWB through cooperation, knowledge sharing, and collective service improvement (Al-shami et al., 2023; Vuong et al., 2022).

H_{10}: PPCB mediates the relationship between workplace happiness and GIWB.

Ambidextrous leadership enhances positive affect and work meaningfulness, which are core elements of workplace happiness (Alghamdi, 2018; Rosing et al., 2011). From a COR perspective, leadership functions as a contextual resource that strengthens happiness, which employees can invest in PPCB and GIWB (Abidin et al., 2024; Babu et al., 2024; Zada et al., 2025). SET further suggests that opening and closing behaviors encourage autonomy, clarity, and reciprocity (Akıncı et al., 2022; Usman et al., 2020). In turn, PPCB promotes collaboration, trust, idea sharing, and green innovation implementation (Amabile & Pratt, 2016; Kafetzopoulos, 2021; Ragazou et al., 2022; Ricadonna & Perdana, 2022; Shi et al., 2023; Veiga et al., 2025). Therefore, workplace happiness and PPCB are expected to sequentially mediate the relationship between ambidextrous leadership and GIWB.

H_{11}: Workplace happiness and PPCB sequentially mediate the influence of ambidextrous leadership on GIWB.

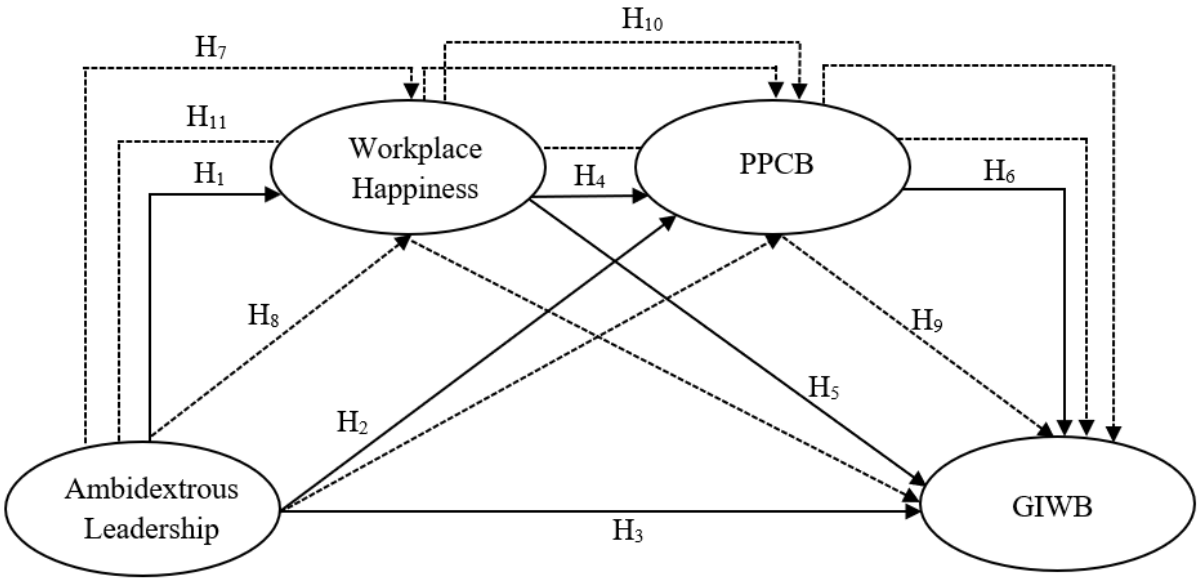


Figure 1. Research model
Source: Researcher analysis results (2026)

METHOD

A quantitative survey design was employed in this study to evaluate the proposed hypotheses by examining and analyzing the influence of ambidextrous leadership on GIWB through the sequential mediation of workplace happiness and PPCB. All respondents provided informed consent prior to their involvement in the study. All permanent employees, with at least three years of tenure at five-star hotels in Bali Province, represent the target population for this research. The five-star hotel industry in Bali Province serves as the focus of this study. Five-star hotels were selected as the research setting due to their competitive advantage in service quality and customer perception, as reflected in high ratings and premium room prices (Fachrudin et al., 2022). The human resource practices implemented in these hotels contribute significantly to enhancing organizational effectiveness and efficiency.

The sample was drawn from the population of permanent employees of five-star hotels in Bali Province. Respondents consisted of permanent employees, including supervisors, assistant managers, and key employees, who had sufficient tenure and direct experience with managerial leadership practices, service innovation, and sustainability-oriented hotel operations. Using sample size determination approach by Krejcie & Morgan (1970), the minimum required sample size was identified. This study used 412 valid responses for analysis in order to improve statistical robustness and increase representativeness. Because this study looks at GIWB as an employee-level mechanism supporting sustainable hospitality practices in five-star hotels, this respondent profile was judged appropriate.

An online survey with a five-point Likert scale 1 being "strongly disagree" and 5 being "strongly agree" was used to gather data. Data was collected from February to April 2026. A 9-item scale, modified from Rosing et al. (2011), was used to gauge ambidextrous leadership. A 6-item measure, modified from Albano (2009), was used to gauge workplace happiness. PPCB was evaluated using a 16-item scale modified from (Suliati et al., 2025). GIWB was measured using a 10-item scale adapted from (Ceyhan et al., 2025).

Using SmartPLS version 4, structural equation modeling (SEM) based on the partial least squares (PLS) method was used to investigate the suggested hypotheses. The PLS approach was selected because it is appropriate for a variety of data scales, can be used to test hypotheses (theory confirmation) and investigate relationships between variables with shaky theoretical underpinnings. That approach also can offer insightful information in the context of explanation, prediction, and confirmation. The following table contains the items of each variable used in this study.

Table 1. Operationalization of research variables

Variable	Measurement items
Ambidextrous leadership (Rosing et al., 2011)	1. Supervisors encourage experimentation with different ideas. 2. Supervisors allow various ways to complete tasks. 3. Supervisors impose sanctions on mistakes. 4. Supervisors monitor compliance with rules. 5. Supervisors allow mistakes to occur. 6. Supervisors encourage learning from mistakes. 7. Supervisors take corrective action. 8. Supervisors establish routines. 9. Supervisors motivate employees to take risks.
Workplace happiness (Albano, 2009)	1. My work is very meaningful to me. 2. I always learn new things at work. 3. I receive clear and consistent guidance for my work. 4. My supervisor helps me make progress. 5. I find my work personally satisfying. 6. I understand how this organization works.
Paras paros citizenship behavior (Suliati et al., 2025)	1. I willingly replace coworkers who are absent or taking a break. 2. I willingly help coworkers who have excessive workloads. 3. I take the initiative to provide assistance with problems experienced by coworkers. 4. I am not willing to complain when facing difficult situations while working with coworkers who have different perspectives. 5. I always appreciate all employee contributions regardless of differences. 6. I willingly arrive early in order to be ready to work when the work schedule begins. 7. I willingly come immediately when needed. 8. I make an effort to create a work environment with a strong sense of family. 9. Together with coworkers, I always support one another in facing work-related challenges. 10. I always keep up with changes in the organization. 11. I carry out the norms that apply within the organization. 12. I make joint consideration and evaluate what is best for the organization. 13. I actively communicate with coworkers before making decisions. 14. I always strive to find solutions that are acceptable to all parties when differences of opinion arise. 15. I consider the suggestions given as opportunities for growth. 16. I improve work methods based on the feedback provided for the good of the company.
Green innovative work behavior (Ceyhan et al., 2025)	1. I generate innovative ideas that contribute to the hotel's environmental impact. 2. I explore new, environmentally friendly work methods to improve hotel operations. 3. I propose new solutions to reduce waste in hotel services. 4. I support the use of environmentally friendly technologies to improve energy efficiency. 5. I encourage colleagues to adopt environmentally friendly practices in the workplace. 6. I actively participate in improving work processes to reduce environmental impact. 7. I constantly update myself with new technologies and methods related to environmental sustainability.

Variable	Measurement items
	8. I am concerned with improving waste management and recycling practices in the hotel. 9. I strive to incorporate environmental knowledge into my daily work. 10. I strive to incorporate new green ideas and technologies into the hotel's business processes.

Source: Literature review by researchers (2026)

RESULTS AND DISCUSSION

Results

A total of 412 respondents participated in this study, as shown in Table 2, with 212 men (51.46%) and 200 women (48.54%), This suggests a well-balanced gender makeup. The majority of respondents were between the ages of 31 and 40 (157 respondents or 38.11%), followed by those under 30 (132 respondents or 32.04%), 41 to 50 (66 respondents or 16.02%), and above 50 (57 respondents or 13.83%). When evaluating leadership practices, workplace happiness, PPCB, and GIWB in sustainable hospitality, this age distribution shows that the majority of respondents were in a productive and professionally mature age range.

The respondents were from different departments of the hotel, with the biggest percentage being front office (87 respondents or 21.12%), followed by human resources (74 respondents or 17.96%) and marketing (57 respondents or 13.83%). Other departmental representatives such as F&B, housekeeping, finance, engineering and security were also present. This cross-functional composition is relevant because, besides operational departments, service, HR, marketing, administrative, and technical departments supporting sustainable hotel practices, might also have green, innovative work practices.

In terms of education, the largest group of respondents were those with undergraduate or graduate degrees (61.89% or 255 respondents), followed by those who were high school graduates (36.17% or 149 respondents) and those who were diploma holders (1.94% or 8 respondents). This profile of education might enable respondents to understand and evaluate leadership practices, happiness at work, PPCB, and GIWB. In terms of tenure, majority of the respondents have worked for more than five years (238 respondents or 57.77%), followed by those with three years tenure (129 respondents or 31.31%) and four to five years tenure (45 respondents or 10.92%). This implies that the majority of the respondents had sufficient work experience to give informed answers on leadership, social interaction, and sustainability-oriented innovation in five-star hotels.

Table 2. Respondent profile

Characteristics	Category	Frequency	Percentage
Gender	Male	212	51.46%
	Female	200	48.54%
Age	Under 30 years old	132	32.04%
	31-40 years old	157	38.11%
	41-50 years old	66	16.02%
	Above 50 years old	57	13.83%
Department	Front office	87	21.12%
	Human resource	74	17.96%
	Marketing	57	13.83%
	Other departments	194	47.09%
Education	High school	149	36.17%
	Diploma	8	1.94%
	Undergraduate or graduate degree	255	61.89%
Tenure	3 years	129	31.31%
	4-5 years	45	10.92%
	More than 5 years	238	57.77%

Source: Processed data by researchers (2026)

Descriptive statistics are reported in Table 3. The average score of all the research variables is high. Workplace happiness had the highest mean score of 4.5217 with a standard deviation of 0.5302. This signifies that the respondents feel that the level of happiness at the workplace is generally high and the responses are relatively the same. PPCB also had a high mean score of 4.4329 with a standard deviation of 0.5349. This showed that the respondents saw a high level of culturally entrenched citizenship behaviour based on harmony, mutual assistance, and collective responsibility. The mean score for ambidextrous leadership is 4.2231, and the standard deviation is 0.5928. The mean score for GIWB is 4.2210 and the standard deviation is 0.6449. The results of this study indicate the respondents have a generally positive impression of leadership techniques, workplace happiness, PPCB, and GIWB. The standard deviations are relatively modest, implying limited variation in answers. This means that the answers given by the respondents are reasonably homogeneous for all research variables.

Table 3. Descriptive statistics

Variable	Minimum	Maximum	Mean	Std. deviation
Ambidextrous leadership	1.00	5.00	4.2231	0.5928
Workplace happiness	1.00	5.00	4.5217	0.5302
PPCB	1.00	5.00	4.4329	0.5349
GIWB	1.00	5.00	4.2210	0.6449

Source: Processed data by researchers (2026)

The evaluation of the reflective measurement model was conducted by assessing both the reliability and validity of the constructs. Indicator reliability was examined using outer loading values, while construct reliability was assessed based on composite reliability and Cronbach's alpha, both of which must exceed the threshold of 0.70 (Hair & Alamer, 2022). The measurement model evaluation of the PPCB variable covered both the second-order constructs and the construct representing the dimensions of local cultural values embedded in PPCB. Construct validity was analyzed through convergent validity, which was assessed using the average variance extracted (AVE), with a minimum value of 0.50 indicating that the construct explains more than half of the variance of its indicators. In addition, discriminant validity was evaluated using the heterotrait-monotrait ratio (HTMT), which is considered more sensitive in identifying discriminant issues among constructs compared to the Fornell-Larcker criterion. All analyses were conducted using SmartPLS version 4, which supports variance-based analysis and facilitates comprehensive visualization and evaluation within the PLS-SEM approach.

Based on Table 4, all constructs in this study have met the criteria for validity and reliability. This is evidenced by factor loadings greater than 0.70, Cronbach's alpha and composite reliability values exceeding 0.70, and AVE values above 0.50. Therefore, the research instruments are considered both valid and reliable. More specifically, the largest loading factor in the ambidextrous leadership construct was found in AL2 with a value of 0.856, which refers to the supervisor's ability to allow various ways to complete tasks. This indicates that flexibility in task completion is the strongest factor forming ambidextrous leadership in this study. In the workplace happiness construct, the highest loading factor was WH2 with a value of 0.874, which refers to employees' perception that they always learn new things at work. This finding indicates that continuous learning is the dominant factor shaping workplace happiness among five-star hotel employees.

The highest loading factor for PPCB was PPCB3 with a value of 0.980 which refers to the initiative of employees to provide aid when co-workers suffer challenges. This finding indicates that the main element shaping PPCB is proactive helpful behaviour, which represents the local values of mutual support, togetherness, and collective responsibility. Meanwhile, in the GIWB construct, the highest loading factor was GIWB8 with a value of 0.909, which refers to employees' concern for improving waste management and recycling practices in the hotel. This indicates that waste management and recycling improvement are the most dominant factors shaping GIWB in the context of sustainable hospitality.

Table 4. Validity and reliability of the study variables

Construct	Indicators	Factor loadings	Cronbach's alpha	Composite reliability (CR)	AVE
Ambidextrous leadership	AL1	0.814	0.924	0.929	0.624
	AL2	0.856			
	AL3	0.715			
	AL4	0.792			
	AL5	0.793			
	AL6	0.807			
	AL7	0.840			
	AL8	0.745			
	AL9	0.735			
Workplace happiness	WH1	0.872	0.898	0.901	0.664
	WH2	0.874			
	WH3	0.793			
	WH4	0.777			
	WH5	0.763			
	WH6	0.802			
PPCB	PPCB1	0.945	0.949	0.953	0.769
	PPCB2	0.946			
	PPCB3	0.980			
	PPCB4	0.978			
	PPCB5	0.891			
	PPCB6	0.923			
	PPCB7	0.918			
	PPCB8	0.848			
	PPCB9	0.899			
	PPCB10	0.939			
	PPCB11	0.930			
	PPCB12	0.818			
	PPCB13	0.825			
	PPCB14	0.870			
	PPCB15	0.917			
	PPCB16	0.942			
GIWB	GIWB1	0.749	0.959	0.96	0.732
	GIWB2	0.800			
	GIWB3	0.852			
	GIWB4	0.826			
	GIWB5	0.866			
	GIWB6	0.904			
	GIWB7	0.897			
	GIWB8	0.909			
	GIWB9	0.883			
	GIWB10	0.858			

Source: Processed data by researchers (2026)

Table 5. Heterotrait–monotrait ratio of correlation (HTMT)

Ambidextrous leadership (AL)	AL	WH	PPCB
Workplace happiness (WH)	0.689		
Paras paros citizenship behavior (PPCB)	0.555	0.595	
Green innovative work behavior (GIWB)	0.510	0.551	0.752

Source: Processed data by researchers (2026)

Based on Table 5 about heterotrait–monotrait ratio of correlation (HTMT), all correlation values between constructs fall below the threshold of 0.85, indicating that each construct demonstrates good discriminant validity. This means that each construct in the model can be clearly distinguished from one another. Therefore, the model satisfies the criteria for discriminant validity according to the HTMT approach.

Table 6. Fornell-Larcker

Latent variables	1	2	3	4	5	6	7	8	9	10	11
Ambidextrous leadership	0.790										
Helping each other	0.636	0.815	0.856								
Equality	0.480	0.514	0.720	0.798							
Conscientiousness	0.525	0.553	0.576	0.831	0.838						
Togetherness	0.423	0.385	0.615	0.788	0.761	0.874					
Concern for the organization	0.435	0.422	0.612	0.902	0.736	0.621	0.979				
Compromise participation	0.437	0.488	0.579	0.837	0.608	0.590	0.686	0.929			
Feedback acceptance	0.442	0.489	0.665	0.902	0.647	0.639	0.762	0.730	0.911		
Workplace happiness	0.503	0.546	0.694	0.918	0.665	0.661	0.783	0.792	0.832	0.945	
Green innovative work behavior	0.466	0.516	0.665	0.937	0.707	0.659	0.907	0.746	0.825	0.870	0.934

Source: Processed data by researchers (2026)

Based on Table 6 (Fornell-Larcker), all square root values of the AVE (displayed on the first number of each column) are greater than the other inter-construct correlations. This indicates that each construct exhibits good discriminant validity, as it reflects its own indicators more strongly than those of other constructs. Therefore, the model meets the criteria for discriminant validity according to the Fornell-Larcker approach.

Table 7. Second-order construct

Path	Path coefficient	T statistics	*P*-values	Result
PPCB → COMP	0.921	27.068	0.000	Accepted
PPCB → COOR	0.893	26.279	0.000	Accepted
PPCB → CONS	0.900	29.831	0.000	Accepted
PPCB → EUA	0.800	24.101	0.000	Accepted
PPCB → FEAC	0.939	30.609	0.000	Accepted
PPCB → HEEO	0.836	15.733	0.000	Accepted
PPCB → TOG	0.842	24.487	0.000	Accepted

Source: Processed data by researchers (2026)

Based on Table 7 (second-order construct), all dimensions of PPCB have high path coefficient values (≥ 0.800), t-statistics > 1.96, and p-values = 0.000. This indicates that all dimensions significantly contribute to the formation of the PPCB construct. Therefore, PPCB as a second-order construct is validly and significantly formed by its seven dimensions.

Table 8. The direct relationship between variables

Path	Std. beta	T statistics	*P* values	Result
AL → WH	0.636	13.643	0.000	Significant
AL → PPCB	0.290	5.340	0.000	Significant
AL → GIWB	0.081	1.601	0.109	No significant
WH → PPCB	0.368	5.749	0.000	Significant
WH → GIWB	0.128	2.401	0.016	Significant
PPCB → GIWB	0.607	13.951	0.000	Significant

Source: Processed data by researchers (2026)

Based on Table 8, it was found that ambidextrous leadership has a significant direct effect on workplace happiness and PPCB but does not have a significant direct effect on GIWB (p = 0.109). Meanwhile, workplace happiness significantly influences both PPCB and innovative work behavior. Additionally, PPCB shows the strongest and most significant effect on GIWB (β = 0.607; p = 0.000). These results indicate that the effect of ambidextrous leadership on GIWB is largely mediated through workplace happiness and PPCB.

Table 9. The indirect relationship between variables

Path	Std. beta	T statistics	*P*-values	VAF	Result
AL → WH → PPCB	0.234	4.642	0.000	0.45 (44.66%)	Significant
AL → WH → GIWB	0.176	5.268	0.000	0.68 (68.48%)	Significant
AL → PPCB → GIWB	0.081	2.410	0.016	0.50 (50.00%)	Significant
WH → PPCB → GIWB	0.223	4.970	0.000	0.64 (63.53%)	Significant
AL → WH → PPCB → GIWB	0.142	4.095	0.000	0.64 (63.68%)	Significant, supported sequential mediation

Source: Processed data by researchers (2026)

Based on Table 9, the indirect relationship between variables, all mediation paths show significant indirect effects with p-values less than 0.05. The structural SEM results derived from the study data are presented in the figure below, illustrating the relationships among the variables examined in this research. The coefficients associated with each structural path reflect the empirical relationships identified in the data and provide the basis for evaluating the proposed hypotheses.

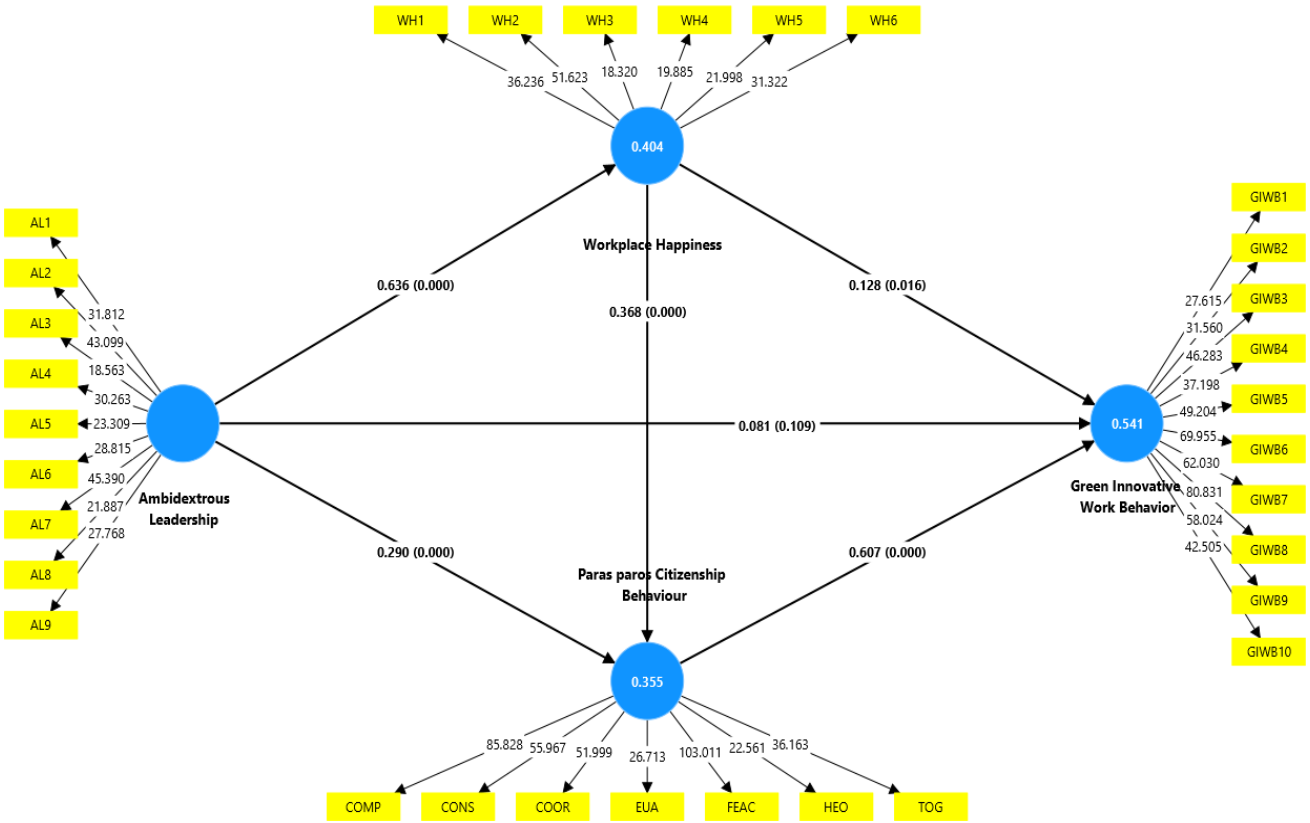


Figure 2. Results of SEM structural testing
Source: PLS data processing results (2026)

Discussion

This study examined how ambidextrous leadership influences GIWB through workplace happiness and PPCB in five-star hotels. The significant relationship between ambidextrous leadership and workplace happiness (β = 0.636; t = 13.643; $p < 0.001$) suggests that leaders who balance exploration and exploitation can create a work environment that is both flexible and structured. Most respondents had more than five years of work experience, and ambidextrous leadership had a high mean value, indicating that respondents positively perceived leadership practices in five-star hotels. The largest loading factor was AL2 (0.856), which reflects supervisors allowing various ways to complete tasks. This indicates that task flexibility is the strongest factor forming ambidextrous leadership, explaining its significant role in enhancing workplace happiness and PPCB by fostering trust, idea exploration, clarity, and reduced uncertainty. This finding is supported by the high mean scores of ambidextrous leadership (M = 4.2231; SD = 0.5928) and workplace happiness (M = 4.5217; SD = 0.5302), indicating that respondents positively perceived both leadership practices and happiness at work in five-star hotels. These findings align with previous research indicating that ambidextrous leadership contributes to positive psychological states, employee well-being, adaptability, and innovation-supporting organizational culture (Ijigu et al., 2022; Jiang et al., 2023; Kebede et al., 2024; Liu et al., 2019; Slåtten et al., 2023).

The significant effect of ambidextrous leadership on PPCB (β = 0.290; t = 5.340; $p < 0.001$) shows that leadership also influences the social and cultural side of employee behavior. This result is supported by experienced respondents and the high mean value of PPCB, indicating strong perceptions of culturally rooted citizenship behavior in five-star hotels. The largest loading factor of PPCB was PPCB3 (0.980), which reflects employees' initiative to help coworkers facing problems. This indicates that proactive helping behavior is the strongest factor forming PPCB. This finding is supported by the high mean score of PPCB (M = 4.4329; SD = 0.5349), indicating that respondents consistently perceived culturally rooted citizenship behavior positively in five-star hotel operations. This study therefore adds to the literature by demonstrating that in the Balinese hospitality environment, citizenship behaviour is not just organisational but also culturally embedded in the ideals of paras paros such as harmony, equality, unity, mutual support, and acceptance of criticism. Ambidextrous leadership comes into play when it supports various social behaviours, including collaboration, mutual support, and group accountability. This finding is consistent with Iqbal et al. (2020), Azmy & Hartono (2025), and Luu et al. (2019) who found that ambidextrous leadership can enhance service-oriented extra-role behaviour and corporate citizenship behaviour.

However, the non-significant direct effect of ambidextrous leadership on GIWB (β = 0.081; t = 1.601; $p = 0.109$) provides a different perspective than a number of previous studies such as, Abidin et al. (2024), Akıncı et al. (2022), Alghamdi (2018), Babu et al. (2024), Usman et al. (2020), Wahab et al. 2024), and Zacher & Rosing (2015), who generally found that ambidextrous leadership has a positive impact on GIWB. The average ambidextrous leadership and GIWB were high, but the flexibility of leadership did not directly lead to GIWB as most of the respondents were experienced employees. This is because of the five-star hotel milieu, where innovation is limited by formal service protocols, risk-averse operations, and the need for consistency in guest experiences. Moreover, GIWB was mostly driven by GIWB8 (0.909), which indicates the concern of improving the waste management and recycling procedures. This is intriguing that ambidextrous leadership (M = 4.2231; SD = 0.5928) and GIWB (M = 4.2210; SD = 0.6449) were having high mean scores, which means that respondents had good perceptions about leadership practices and green innovative behaviour in five-star hotels. Thus, employees need workplace satisfaction and supportive social interactions to convert leadership support into practical green innovation. This finding suggests that the leadership-innovation link in sustainable hospitality is indirect and context-dependent.

Workplace happiness has a favourable and substantial effect on GIWB (β = 0.128; t = 2.401; $p = 0.016$). The professional experience of the respondents and the high mean values of workplace happiness and GIWB complement this finding and indicate positive attitudes of happiness and green innovation in five-star hotels. The strongest evidence, WH2 (0.874) and GIWB8 (0.909), reveals that continual learning in the workplace helps to strengthen the employees' concern for improving waste management and recycling procedures. This conclusion is confirmed by the high mean scores of workplace happiness (M = 4.5217; SD = 0.5302) and GIWB (M = 4.2210; SD = 0.6449), suggesting that respondents viewed

positively both happiness at work and green innovative behaviour in five-star hotels. Based on COR theory, workplace happiness is a psychological resource that helps employees generate, support, and utilise green ideas (Hobfoll, 1989). Thus, happier employees are more likely to exhibit GIWB that leads to sustainability of the company.

In addition, PPCB also has a substantial favourable effect on GIWB ($\beta = 0.607$; $t = 13.951$; $p < 0.001$), showing that PPCB has the strongest direct effect on GIWB. This finding is supported by respondents' professional maturity and the high mean values of PPCB and GIWB, which indicate positive perceptions of culturally rooted citizenship behavior and green innovation. The strongest indicators, PPCB3 (0.980) and GIWB8 (0.909), show that employees' initiative to help coworkers can strengthen concern for waste management and recycling practices. This conclusion is also corroborated by the high mean scores of PPCB (M = 4.4329; SD = 0.5349) and GIWB (M = 4.2210; SD = 0.6449) which indicated that respondents regarded both culturally rooted citizenship behaviour and GIWB positively in five-star hotels. From the perspective of SET, mutual care and reciprocal helping among employees can build trust, cooperation, and psychological safety, which encourage risk-taking and creative exploration for GIWB.

Workplace happiness was found to strengthen both PPCB and GIWB. The respondent characteristics further strengthen this finding, where most employees had more than five years of work experience, and by the high mean value of workplace happiness, indicating that respondents positively perceived happiness at work. The largest loading factor was WH2 (0.874), which reflects employees' perception that they always learn new things at work. This indicates that continuous learning is the strongest factor forming workplace happiness and helps explain its significant effect on PPCB and GIWB. This finding is supported by the high mean scores of workplace happiness (M = 4.5217; SD = 0.5302), PPCB (M = 4.4329; SD = 0.5349), and GIWB (M = 4.2210; SD = 0.6449), indicating that respondents positively perceived happiness at work, culturally rooted citizenship behavior, and green innovative behavior in five-star hotels. This result supports Al-shami et al. (2023), Goel & Singh (2024), Kebede et al. (2024), and Jaswal et al. (2024) who argued that workplace happiness enhances citizenship behavior, engagement, and innovative behavior. From the perspective of COR theory (Hobfoll, 1989), workplace happiness can be understood as a psychological resource that enables employees to invest energy, motivation, and creativity in green innovation. Thus, this study supports the view that green innovation depends not only on skills or formal instructions, but also on the availability of positive psychological resources.

The strongest implication emerges from the role of PPCB in encouraging GIWB. This finding is supported by respondents' professional maturity, as most were aged 31-40 years and had more than five years of work experience in five-star hotels. The high mean values of PPCB and GIWB also indicate that respondents positively perceived culturally rooted citizenship behavior and green innovative behavior. The largest loading factor of PPCB was PPCB3 (0.980), which reflects employees' initiative to help coworkers facing problems, while GIWB was mainly formed by GIWB8 (0.909), reflecting concern for improving waste management and recycling practices. The high mean scores of PPCB (M = 4.4329; SD = 0.5349) and GIWB (M = 4.2210; SD = 0.6449) indicate that respondents positively perceived both culturally rooted citizenship behavior and GIWB. This finding supports Baety & Rojuaniah (2022), Chen et al. (2020), Ismail & Rodzalan (2021), and Yaakobi & Weisberg (2020) who showed that extra-role behavior and citizenship behavior contribute to innovation. In this study, PPCB functions as a socio-cultural mechanism that transforms individual willingness into collective GIWB. By fostering mutual help, harmony, feedback acceptance, and shared problem solving, PPCB creates a collaborative climate for green innovation and shows that local wisdom can support sustainability-oriented innovation in hospitality.

The mediation outcomes shed more light on the process described in the introduction. The considerable indirect effects reveal that ambidextrous leadership affects GIWB through workplace happiness and PPCB. This process is supported by the professional maturity of the respondents and the high mean values of workplace satisfaction and PPCB, signifying positive psychological and socio-cultural conditions among the employees. Also, this route is supported by the strongest indicators, such as AL2 (flexibility in tasks), WH2 (continuous learning), PPCB3 (helping coworkers), and GIWB8 (concern for waste management and recycling). Thus, supportive leadership first creates positive emotional experiences, which encourage culturally grounded prosocial behavior and ultimately strengthen green innovation. These results are in line with SET (Blau, 1964) where employees who

experience support, autonomy, clarity, and fairness from their leaders are more likely to reciprocate with positive attitudes and voluntary behaviours.

The major contribution of this study is the sequential mediation of workplace happiness and PPCB. Ambidextrous leadership fosters workplace happiness, workplace happiness results in PPCB, and PPCB further improves GIWB. The strongest indicators AL2, WH2, PPCB3, and GIWB8 also show that task flexibility, continuous learning, proactive helping behavior, and concern for waste management and recycling form the key mechanism of this sequential process. This finding supports the argument of Al-shami et al. (2023), Amabile & Pratt (2016), Kafetzopoulos (2021), Ragazou et al. (2022), Ricadonna & Perdana (2022), Shafique et al. (2020), Shi et al. (2023), Veiga et al. (2025), Vuong et al. (2022), and Zada et al. (2025), who highlighted the role of positive psychological states, cooperative relationships, citizenship behavior, and social support in facilitating innovation. This study theoretically shows the complementarity of SET and COR theory, in which SET explains why employees reciprocate the supportive leadership with voluntary behavior, and COR explains how happiness at work provides the psychological resources needed for green innovation.

These results provide avenues for future research. First, future studies should investigate whether the indirect nature of the ambidextrous leadership-GIWB relationship also exists in other hospitality settings, such as four-star hotels, resorts, or eco-tourism businesses. Second, future research could compare PPCB with other types of organizational citizenship behavior to examine whether local wisdom-based citizenship behavior has more explanatory power in collectivist cultures. Third, longitudinal studies are needed to examine if workplace happiness and PPCB change over time as sequential mechanisms linking leadership to green innovation. Finally, future studies may take other psychological and cultural variables into account, such as psychological safety, green commitment, spiritual values, or organizational learning, to deepen the understanding of the employee level green innovation in sustainable hospitality.

The results suggest that ambidextrous leadership alone does not lead to GIWB in five-star hotels. Instead, it is the outcome of a sequential process, where leadership generates workplace happiness, which in turn fosters PPCB, which in turn offers the collaborative socio-cultural environment needed for green innovation. Thus, the present study contributes to the literature on leadership and hospitality sustainability by demonstrating that the interplay of leadership, emotional well-being, and local cultural values influences employee-level green innovation.

CONCLUSION AND SUGGESTIONS

The study reveals that ambidextrous leadership does not necessarily lead to GIWB among employees in five-star hotels. It becomes important when it is accompanied by workplace happiness and paras paros citizenship behavior. The most important finding is that innovation in hospitality work is formed not only by the flexibility of leadership, but also by the positive emotional experiences of employees and sociocultural values that foster harmony, mutual support, and voluntary contribution. The sequential mediation of workplace happiness and PPCB implies that employees are more likely to execute GIWB when they feel happy, valued, and socially connected at the workplace. Ambidextrous leadership is a required basis but the efficacy is determined by the work environment that allows the employees to feel emotional wellness and develop prosocial behaviour based on local culture.

Theoretically, this study expands SET in showing that reciprocal leader-employee relationships can be mediated by emotional and culture-based social mechanisms. This study also supports COR by indicating that workplace happiness is a crucial psychological resource for employees to invest energy, motivation, and creativity in green creative behaviour. Including PPCB further contextualises input by implying that local wisdom may account for the translation of leadership and psychological resources into innovation in the collectivist hospitality work cultures of harmony, mutual support, and interpersonal concern.

On a practical level, hotel managers are required to transform the findings into real managerial actions. Supervisors should be trained to give flexibility in tasks, but keep clear standards of work, encourage employees to learn new things on the job, and recognise employees who willingly aid co-workers. Hotels should also support paras paros ideals through teamwork practices, cross-department collaboration, common problem-solving forums, and frequent feedback sessions. Managers can more

directly promote GIWB by engaging staff in green innovation teams, trash reduction programs, recycling enhancement, and energy-saving activities. This study is limited to the setting of five star hotels in Bali. The results may not be completely transferable to other types of hotels, service sectors, or cultural environments. Future studies should evaluate the proposed model in broader hospitality settings, diverse locations, and cross-cultural contexts to determine whether workplace happiness and PPCB have similar functions in relating ambidextrous leadership to GIWB.

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