The Role of Tourist Guides in Promoting Green Tourism in Bali

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Abstract. The study of guided tours has evolved over nearly five decades. Each finding has been combined to refine the notion of the importance of tourist guides in the tourism industry. Especially in cultural tourism destinations like Bali, their presence is indispensable. Previous research has revealed that the absence of tourist guide assistance may increase the risk of visitors misunderstanding local rules and cultural norms. From that perspective, the role of tourist guides in promoting green tourism is becoming a very interesting discussion. This study examines their roles in order to understand how tourist guides have been shown to make significant contribution to the success or failure of a tourism destination strategy. Nine informants were interviewed in order to collect the data. They are consisted of five tourist guides, two tourists, and two representatives of Bali government. By using qualitative analysis, the data was reduced and coded into categories. Cross-checking between categories conducted for data verification purposes. The findings of this paper have successfully revealed the roles of tourist guides in relation to the concept of green tourism in Bali. These roles include supporting natural conservation by advocating the animal welfare and potable water efficiency, preserving local culture by precise interpretation, and ensuring tourism activities do not conflict with local regulations and customs. With sustainability goals in mind, this article is structured in such a way as to present a discussion that is expected to be useful, especially for tourism destination managers.

Keywords: Green Tourism, Guided Tours, Role Theory, Sustainable Tourism, Tourist Guide

1 Introduction

The study of tourist guides (TGs) has been around for more than four decades and continues to be a topic of interest. Studies of TGs in the 1980s (Holloway, 1981; Cohen, 1985) drew on classical studies that successfully described the role of TGs from the tourist perspective. Then, in the 1990s, studies of TGs focused more on empowering the role of TGs for the benefit of the destination (Pond, 1993; Pereira & Mykletun, 2012; Chilembwe & Mweiwa, 2014; Wira et al., 2019). To date, studies on the role of TGs are considered increasingly important, considering that the tourism industry is basically a service industry. As the face of destination from tourist's point of view, TGs performance is known as one of the most important indicators for assessing the success of a tourism strategy at a destination (Lu et al., 2018). TGs services are known to

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influence the formation of a destination's image (Pereira, 2015) and tourist's revisit intention (Kamel, 2021). In accordance with that, the existence of TGs should not be separated from the entire organized tourism system (Soekadijo, 1996; Wira, 2025). Therefore, this study is relevant to any discussion aimed at improving the quality of tourism practices.

On perspective of the destination, studies on the role of TGs can be divided into two namely: external roles and internal roles. The external role of TGs consists of a series of roles professionally aimed at the interests of tourists (Cohen, 1985). Based on this perspective, it is the tourist satisfaction resulting from TG's services that is being studied (Hughes, 1991; Yudi et al., 2015; Putra et al., 2017). A critical review by Weiler & Davis (1993) initiated that TGs should also have an internal role aimed at the interests of the host and its resources at tourism destination. Their research on nature-based tourism found that TGs play a crucial role in managing tourism resources. This domain of internal role studies has successfully sparked the perspective which has further expanded the list of TGs roles for the tourist destinations they serve. By optimizing the roles of TGs, if implemented correctly and with structured management, tourist guiding is said to have the potential to direct the tourism industry's orientation toward community well-being. Tourist guiding is considered capable of maintaining ecological and socio-cultural integrity as a basis for preserving human and natural resources worldwide (Hu, 2007). Subsequently, several other studies have suggested that TGs also play a role in building a destination's image within the framework of tourism development and marketing (Zillinger et al., 2012; Chilembwe & Mweiwa, 2014; Pereira, 2015, Wira et al., 2019), and increasing economic benefits for the related destination (Pereira & Mykletun, 2012).

Role theory in this paper is derived from Turner's (2001) concept of role-making. On his perspective roles are derived from social interactions (role-taking), are available to be played (role-playing), and are created (role-making) from various expectations. Exploration of his concept onto organizational roles had revealed the informal role. He argued that informal roles are based on the assumption that there is always a mismatch between role conceptions and behavior. This discrepancy is very common in organizational roles due to certain factors, such as formalization, the distance between role prescribers and role holders, and organizational rigidity toward adaptive change efforts. As a result, role holders develop informal roles that differ from their formal roles. The formation of new roles involves examining a series of expectations. From structural and functional perspectives, these expectations are embodied. However, from cognitive and interactional perspectives, these expectations are perceived. Particularly on intercultural service encounters, multi-dimensional roles of service provider is the key to ensure the customer left with positive emotion of satisfaction (Barker & Härtel, 2004). Therefore, an examination of the expectations perceived by stakeholders in Bali had revealed the informal role of TGs as tourism promoters (Wira et al., 2019). Nevertheless, it is assumed that there is potential to empower TGs to promote tourism destination strategies related to conservation. Finding of their informal roles can be a key prerequisite in the creation of guided tour models, which destination managers can utilize to promote tourism strategies such as application of green tourism.

The concept of green tourism has been discussed since the 1980s. In Western countries, green tourism was initially associated with sustainable development (Butler, 1980) and rural economic development (Jones, 1987). Consequently, green tourism is linked to rural tourism; which promotes rural activities to support economic equality. However, the positive impact on economic is accompanied by negative impacts, such as environmental damage. Consequently, ideas and efforts emerged in order to balance the damage with environmental conservation—namely, ecotourism. The concept of ecotourism has become increasingly popular. According to a previous study (Wall, 1997), ecotourism has become a trend among travelers who are increasingly aware of environmentally responsible tourism activities at travel destinations. In response to this trend, companies in the tourism industry are competing to label their products with eco-friendly certification standards to attract consumers. The process of standardization and its dissemination is supported by global tourism organizations (Honey, 2008).

As technology advances, eco-friendly tourism is gaining prominence. The shift toward technology and renewable energy is further promoting eco-friendly tourism. Furthermore, in various discussions, this concept is often linked to efficiency. The goal is to bring about a more prudent and comprehensive transformation. Therefore, green tourism can be defined as environmental conservation and other aspects that previously received little attention. Green tourism encompasses economic equity, protecting the socio-cultural life of communities from the threats of globalization, fulfilling spiritual needs, and developing ergonomic infrastructure and other elements related to human needs to improve quality of life. Conventional practices that have reached a saturation point must be upgraded in all aspects to maintain their status, incorporating new conditions supported by technology and renewable energy.

Green tourism is a holistic concept. This concept encompasses a shift across the entire tourism industry toward higher-quality practices. In this paper, green tourism is linked to issues arising from independent tourists from the perspective of hosts at the destination. Based on an examination of violations of local customs committed by tourists from 2018 to 2025 in Bali, previous study found that eleven prominent cases were caused to the absence of TGs (Wira, 2026). Normalizing independent travel—which disrupts the socio-cultural order of the community—is a negligence that must not be tolerated. This negligence leaves the fate of local communities in these destinations at the mercy of free-market principles and undermines the official tourism policies of the Bali Sustainable Development Project, which have been in place for more than three decades (Wall, 1993). Therefore, this paper proposes the use of TGs as a promoter of green tourism values in guided tours. In this way, guided tours become a tool for destination managers in order to ensure the success of a destination's tourism strategy and guarantee the sustainability of the tourism industry.

In a destination with a unique culture such as Bali, violations of norms and customs are prone to occur. This is not solely the fault of tourists, but also of the destination management who allowed it to happen. Normalizing criminal behavior in a cultural context refers to when local residents perceive the actions of a foreign national as deviating from local culture, while the wider community considers it normal for several reasons. This normalization of criminal behavior, known as a culture of omission, can occur because many others exploit these behaviors for profit, thus making these

criminal acts considered normal and even encouraged (Lega and Hartanto, 2025). In most of the cases reported, those who were apprehended while still at the destination have issued apologies to the Balinese people for their ignorance of local rules and norms. As a result, they have been given customary sanctions in the form of funding for a spiritual apology ritual and cleansing to restore the sacred value of the desecrated holy site. However, the committed violations are not easily forgotten by the injured community. These accumulated wounds then become the seeds of movements such as anti-tourism that have been known to occur in destinations such as Barcelona, Lisbon, and Hong Kong (Bershidsky, 2015; Coldwell, 2017). In response to the aforementioned cases, it is assumed that tourists should be equipped with knowledge of local culture and prevailing norms at their destination. This cultural interpretation task is explicitly included in the definition of a TG standardized by the international organization, the World Federation of Tourist Guide Associations (WFTGA). Currently, there are no regulations in Indonesia requiring tourists to be accompanied by a TGs during their visits to destinations. Although it contradicts the free-market concept and the global tourism code of ethics regarding the liberty of movement for tourists, the need for this regulation is being proposed by the host at the destination (Wira, 2025).

In contrary with the visitor's perspective which has been seeing guided tour only for the satisfaction of visitors, this study has examined the guided tour from the host's perspective. This perspective is considered way more constructive because it is aimed for the betterment of tourism practice in general. For the receptive countries, or in other words the travel destinations, guided tour has more significance than only satisfying the visitors. Based on this perspective, this study is conducted in order reveal the impact of guided tour to a wider perspective than it has never been done before. Depart from previous study on the informal role of TGs as tourism promoters (Wira, et al., 2019), this paper aimed to explore its relationship with the concept of green tourism; which is currently being the attention of many tourism stakeholders. Therefore, this study provides the new dimension of tourist guiding which is correlated to either natural or cultural preservation of the destination. The findings of this study serve as a foundation for stakeholders in realizing a series of new transformative policies related in order to improve quality tourism practices.

2 Methodology

This research is a case study that relies on qualitative data collection methods, such as observations, in-depth interviews, and document analysis (Creswell, 2018). This study is a continuation to a previous series of studies which was laid on optimizing the role of TGs in a high-quality tourism ecosystem. The research period for the case study covered July 2025 through July 2026. The data limitations identified in the previous study served as preference for data collection in this study. Therefore, this study involved nine informants, including TGs, tourists, and government officials. The selection of these informants was conducted progressively and based on the needs of this study. In the previous study (Wira, 2025), the expectations regarding the role of TGs were explored among stakeholders: including the government, TGs associations,

travel agency associations, and regional tourism promotion board. In order to address previous gaps, the data for this study were primarily collected from the TGs themselves. In the study, which was ongoing at the time, the interview data indicated a need for additional data from law enforcement agencies—the Municipal Police and the Bali Government Tourism Office. In order to verify the findings, data from the end users (tourists) of their services was also collected. The criteria focused on the role of TGs related to natural conservation, environmental protection, and social welfare in Bali.

In-depth interviews were conducted in stages with nine informants using two sets of interview questions. The first set of questions was designed to address the research question regarding the role expectations placed on TGs in the context of conservation. This questionnaire was administered to five tour guides and two government officials. Although the questions were fundamentally the same, the questionnaire for government officials included additional questions regarding law enforcement related to violations committed by independent tourists who did not use the services of TGs during their tour in Bali. Subsequently, the second questionnaire was deployed in order to verify the data obtained from the previous interviews. This second interview questionnaire was designed with the similar, however, semi-opened questions included an introductory which is utilized to screen tourists according to the required criteria. The criteria in question were tourists who were currently using the services of a TGs during their tour.

Table 1. List of Informants

Interview	Informant's Identity		
	Name	Position	Institution
I	Kadek Linda	Licensed Tourist Guide	Indonesian Tourist Guide Association (ITGA) Bali Chapter
II	Nova	Domestic tourist	Not available
III	Magdalena	Licensed Tourist Guide	Indonesian Tourist Guide Association (ITGA) Bali Chapter; work at Asian Trails Indonesia
IV	Ariada	Licensed Tourist Guide	Indonesian Tourist Guide Association (ITGA) Bali Chapter
V	Putu	Licensed Tourist Guide	Indonesian Tourist Guide Association (ITGA) Bali Chapter; work at Go Vacation Indonesia
VI	Dewa	Licensed Tourist Guide	Indonesian Tourist Guide Association (ITGA) Bali Chapter; self-employed
VII	Ladis	Foreign tourist from France	Not available
VIII	Cokorda Gede Agung S.A.	Head of the Investigation and Inquiry Section	Municipal Police Bali Province
IX	Ayu Widiastuti	Chair of the Tourism Human Resources Development Team	Tourism Government Office Bali Province

The data analysis process was conducted continuously from the beginning to the end of the study. First, observations were made to identify the topics under study. Based on these observations, it was found that TGs have high mobility, moving from one location to another to complete the tour program. Therefore, several research locations were identified that were confirmed to be suitable for obtaining appropriate informants. The flow and stages of data collection were systematically organized to create a progressive

snowball effect on the tracked data. The collected data was then verified against previous research (Wira, 2025). Verification was also conducted by cross-checking data from tourists as the end users of the service. By examining data from all parties involved in this study, the collected data was sufficiently detailed to ensure the reliability of the research findings. The primary data collected consisted of audio recordings from informants. These audio recordings were then transcribed, tagged, and coded as needed to answer the research questions. Supporting data, such as photos and research notes, were also included to support the data coding process. The results of this coding are then used to present the data descriptively in the discussion section.

3 Result and Discussion

3.1 Result

Tourist Guide's Roles on Environmental Education. Exploitation of nature by massive development of tourism in Bali was being commented by TGs on tour at Melasti Beach—a new tourist attraction that became accessible following the dredging of limestone cliffs in South Bali (Interview I). Subsequently, during another interview it was found that TGs explanation is not only end with commenting because it was also revealed how they play a role in educating visitors about environmental conservation during marine tourism activities such as snorkeling. Based on collected data, it is known that the TGs have included cognitive information about nature conservation into their guiding substance (Interview V). Furthermore, it was discovered that they were assigned to apply green tourism values to the tours they guided. It was found that the assignment was given by one of the travel agencies, namely Asian Trails Indonesia (Interview III). According to the interviewee who works at the relevant agency, TGs have received special training in green tourism practices. They are assigned to lead tours that are specifically designed to reduce the use of plastic bottles by providing water refill service and animal welfare protection by eliminating activities such as elephant or horse riding, special civet coffee tasting, and dolphin watching in the North Bali region. This information also demonstrates that the travel agency plays a crucial role in enforcing policies and regulations related to green tourism practices. By its standard operating procedures, TGs are required to act as advocates for the implementation of these policies. In other words, it can be seen that the implementation of green tourism practices specially for the sake of environment preservation has become informally structured. Since this type of tour is uncommon to the general practice of tourism, it is requiring acknowledgement beforehand. Therefore, TGs are whom enacted the expectation to be the educator of this matter, thus it could be understood and compromised upon all parties.

Tourist Guide's Roles on Cultural Preservation. The role of TGs in promoting green tourism is not only found in environmental conservation efforts but also in local cultural preservation. An interviewee at Barong and Keris Dance Batubulan stated that his

explanation of the *Tri Hita Karana*—Balinese philosophy regarding three causes of bliss—included guidance for tourists to behave respectfully in accordance with local norms (Interview V). The perspective of TGs on fulfilling their role as cultural protector stems from their understanding about tourism asset. It was found that TGs, as a cultural brokers or intermediaries, further reinforced their role as cultural protectors when asked about their efforts to preserve destination (Interview VI). For example, one of the interviewees emphasized the importance of tourists dressing modestly when entering temples (Interview III). Based on aforementioned information, it is clearly exposed how TGs consciously understand about their role in conveying information, advice, and instructions could support the preservation culture. Because of the significant cultural gap, thus their responsibility not only to provide information, but also cognitive interpretation towards their clients. In other words, their role as cultural protectors is preceded by their role as interpreters.

While interpreting local culture, TGs convey it in a way that is understandable to tourists. In this regard, an interviewee stated that TGs provided interpretation towards 'strange' or 'sacred' things encountered throughout the tour, so that participants can understand them properly (Interview II). Further, another interviewee stated that their TGs were not only mindful of ecology, but also local story including the local traditions and customs; thereby ensuring that they behaved appropriately in accordance with local norms (Interview VII). The information from two aforementioned interviewees serves as evidence of their role as cultural protectors which is being succeed by interpretation. With regard to cultural interpretation, it was found that TGs have received specialized education and training on Balinese culture ensuring that what they convey during the tour is true and accurate interpretation. Thus, they can act as a bulwark against cultural violations that might occur during the tour (Interview IX).

Regulatory Constraints Faced by Tourist Guiding in Bali. The discussion on green tourism practices is a thesis born from issues stemming from the ambivalent nature of the tourism industry. While the tourism industry provides economic benefits, it has also given rise to various problems related to environmental sustainability and local culture. In this paper, the presence of TGs is found to play a role in reducing violations that tourists may commit during the tour. This statement is supported by the information collected from one of interviewee. It was found that TGs fully understand their role in protecting destinations from the threat of violations by independent tourists, which could ultimately lead to a decline in the overall quality of tourism. At least, their presence near visitors could help to reduce whether intentional or unintentional potential violations. Unfortunately, there are no regulations requiring tourists to be accompanied by a TGs. In fact, according to the interview's excerpt, it was revealed that even at Penglipuran—which was named the UNWTO's Best Tourism Village for 2023—groups of tourists have been found visiting without TGs (Interview I). This is certainly very unfortunate, especially considering that cultural tourism in Bali should rely heavily on the success of cultural interpretation as its best practice provided by tourist guiding. Furthermore, the importance of tourist guiding was verified by the excerpts from stakeholders, namely tourists and the government. The first states that without the presence of TGs, tourists will simply do whatever they want without regard

for local customs or regulations (Interview VII). Further, the second states that involving TGs close to tourists could feed their curiosity, that is being characteristic of tourists in general, when they are faced with all the unfamiliar aspects which are often encountered in Bali's tourist attractions (Interview IX). It is actually common behavior exhibited by anyone that carry status of tourist; being far away and outside of their social boundary that enacted in their origin country. However, their far cultural distance about local customs and traditions somehow led them to become involved in the conflict. This is a current issue that has frequently occurred and gone viral on social media. Therefore, it is clear that the presence of TGs to accompany tourists is, in fact, crucial to the implementation of tourism strategies in Bali.



Figure 1. An illegal guide was spotted at Tirta Empul Temple right in front of the sign board of UNESCO heritage site. Independent unaccompanied tourist can also be seen in the background

Based on the above image, it is unfortunate that a tourist attraction registered as a World Heritage Site in 2012 by the UNWTO has such lax regulation; allowing tourists with illegal guide to enter the site. In addition to harming the legal TGs profession, it can be assumed that these illegal guides have not received adequate education and training as TGs. Not only does this affect tourist satisfaction, but it is also predictable that these illegal guides consistently produce guidance that fall far short of the ideals envisioned by Balinese cultural tourism. Based on Regional Law No. 5 of 2020 concerning Standards for the Implementation of Balinese Cultural Tourism, these individuals can be subject to legal sanctions in accordance with the articles contained in the relevant regulations. According to information collected from the Head of the Investigation and Inquiry Section at Bali Municipal Police, it was found that periodic inspections have been carried out in order to capture illegal guides operating without permits at tourist attractions. In fact, these violations continue to occur due to two factors: (1) a shortage of personnel to enforce the law in the field, and; (2) the high mobility of tourist guiding, which are difficult to locate at just a few specific points. Therefore, he emphasized the importance of the involvement of tourist attraction managers in curbing these violations (Interview VIII). Subsequently, it was discovered that the Regional Law No. 5 of 2020 was then supported by a new policy issued by the Governor of Bali. The latest government policy, outlined in Bali Governor's Circular Letter No. 7 of 2025, point f,

urges foreign tourists to be accompanied by licensed TGs who understand Balinese nature, culture, and traditions. According to information from the Chair of the Tourism Human Resources Development at Tourism Government Office Bali Province, this policy cannot result in legal sanctions for violations because it is not a regulation, but merely a recommendation (Interview IX). Therefore, it is clear that law enforcement regarding violations committed by independent tourists remains unresolved, despite the circular letter's recommendation regarding the TGs. This issue deserves serious attention, as this research has demonstrated how violations committed by independent tourists and/or illegal guides have caused damage and decreased the quality of Balinese tourism. Most importantly, the role of TGs in supporting natural and cultural preservation has been clearly articulated in this paper. This should be sufficient to serve as a basis in order to formulate legal regulations to address this issue.

3.2 Discussion

TG in Bali is a profession whose existence is sustained by the ongoing demand from tourists—especially foreign tourists—who need a local who speaks their language in order to interpret all the unique natural and cultural features they encounter during their tours. Since Bali's economy is predominantly based on the tourism industry, TGs can easily be found accompanying tourists at various locations, such as airports and tourist attractions. In Bali specifically, they are also easily recognizable because, under Bali Provincial Regulation No. 5 of 2016, which applies to them, they generally wear traditional attire and identification badges while on duty (Wira, 2021). TGs are inseparable from Bali's culture-driven tourism industry. Therefore, some studies on Balinese TGs that were successfully identified include those based on the perspective of TGs competencies (Purnomo et al., 2016), the impact of TGs services on tourist satisfaction (Yudi et al., 2015, Putra et al., 2017), the existence of opportunistic illegal guides (Wira, 2025), and the enforcement of the Bali Provincial Regulation on TGs (Putri et al., 2023). However, few have delved deeper into the various roles undertaken by TGs within a holistic tourism system. Therefore, a previous study attempted to map the roles of Balinese TGs. Based on that study, two categories of roles in Bali have been identified: formal and informal roles. Based on the enacted expectations analysis conducted, seven formal roles of TGs were identified, including information giver, impressions creator, atmosphere/mood setter, interpreter, educator, service provider, and cultural protector. Based on an analysis of perceived expectations, those findings were expanded to include two informal roles identified among TGs namely, representative and promoter (Wira et al., 2019).

The role of TGs as promoters in the tourism industry is an interesting finding worth discussing. Given the limitations of previous findings, this paper then examines in greater depth the role of TGs as tourism promoters in relation to green tourism. The role of TGs in promoting the values of green tourism in Bali is evident in two main aspects: (1) environmental education and (2) cultural preservation.

In environmental education, it has been found that TGs in Bali play a role in educating tourists about the values of green tourism; which emphasizes efforts to raise environmental awareness, reduce waste, use drinking water efficiently, protect animals, and discuss the exploitation of nature during their tour. This educational role of TGs

cannot be registered into any of Cohen's four main function of TGs role theory. Although is probably aligned with what Cohen (1985) refers to as the communicative role—which focuses on selecting interesting topics, conveying information, and providing accurate explanations of topics unfamiliar to tourists—however, there are differences between the communicative role and the educational role. The communicative role focuses on interaction, expression, and the exchange of messages, while the educational role focuses on the development of knowledge and moral or intellectual growth. The main goal of education is providing structured instruction, deep facts, and long-term learning rather than sharing ideas (Maheswari & Abi, 2024). Furthermore, in order to effectively educate someone, one must truly understand the context of the relevant learning situation. As mentioned in one early study on guided tours, TGs are a fountain of knowledge for tourists (Holloway, 1981). The knowledge TGs have accumulated through professional education and training, work experience, and the privilege of being a local provides sufficient evidence to fulfill this educational role. This is the main premise that positions TGs as the ideal educators for tourists in understanding the values of green tourism emphasized in Bali.

In cultural preservation, the role of TGs has been found to be crucial for the sustainability of Bali's specific cultural tourism theme. In this paper, TGs are known to play the role as cultural protectors based on the expectations of stakeholders, including tourists as the end users of their services. Upon examination, some TGs are known consciously play this role because they understand that nature, and especially culture, are the most important assets, distinguishing Bali from other tourist destinations. This awareness is the result of their interactions with foreign tourists. From the perspective of the TGs' role function formulated by Cohen (1989), the social and communicative functions of TGs have previously emerged a role referred to as a cultural broker or cultural intermediary. This role is created from an external or guest perspective of the destination. However, from an internal or host perspective, this similar role is known as cultural protector (Pond, 1993; Gurung et al., 1997; Bras, 2000; Salazar; 2005; Scherle & Nonnemann, 2008; Moteka, 2014; Wira et al., 2019). In order to be able to play role as cultural protectors, TGs must first be able to consecutively fulfill the roles as cultural broker and interpreter. It is because knowing the tourist cultural background and delivering interpretation of the natural and cultural heritage of a tourist destination with accurate idioms can be implicitly considered as efforts of conservation.

4 Conclusion

This paper was written to understand the role of TGs as promoters of green tourism in Bali. The findings of this paper have revealed the role of TGs in two main aspects of green tourism: environmental education and cultural preservation. In both aspects, it was found that the role of tour guides as educators and cultural protectors are the two main ones, indicating that informally, TGs can function as a tool to promote the value of green tourism in Bali. In order to ensure the strategy works well, a policy that requires the use of TGs during tourist visits in Bali is necessary. Alas, weak law enforcement in supporting this strategy was found as primary obstacle. This situation is a manifestation of poor management for an international destination of Bali's stature. Furthermore, this paper contributes to the creation of an informal role for TGs that can

be utilized for the benefit of tourist destinations. Despite its informal role, TGs can be considered promoters only if they have successfully fulfilled their formal roles as educators and cultural protectors. This study reveals that informal roles are not always the opposite of formal roles. Rather, they are created by higher or even surpassing expectations of a specific role; leading to the expectation of a new role that works in conjunction with the formal role. With these findings, this paper not only contributes to the advancement of role theory, but also provides an opportunity to implementation of a new tourism management design. By using TGs as a promotional tool, tourism strategy can be implemented, communicated, and disseminated on actual tourists. Therefore, these findings are aimed at destination managers and other stakeholders in the Balinese tourism industry. Although this study has successfully uncovered its findings, it is limited to exploring the role of TGs alone. However, it has also been found that the role of TGs as green tourism promoters is inseparable from the policies implemented by one travel agency in Bali, namely Asian Trails Indonesia. Therefore, it is recommended that future research could examine several travel agencies as samples in order to obtain more information on the implementation of green tourism values in Bali.

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