

The Hita Karana Environmental Concept as an Application of Culture-Based Green HRM to Employee Performance

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Abstract

This study aims to determine the employee performance based on tri hita karana environment concept at the hotel business in Bali. Employee performance research is accomplished through data analysis that employs descriptive and interpretative qualitative methods. Descriptive was accomplished by categorizing the data into topics using the appropriate terminology. The variables' themes are described in relation to the theoretical framework and previous studies. The connections between these variables are the findings of this article. These meanings are representative of the article's findings in regard to the relationships between variables. The increasing employee performance at the hotel business in Bali is attributed to tri hita karana environment concept that are practical and fulfilling. Modern employee performance increases knowledge and offers a variety of techniques. As previously mentioned, the traditional tri hita karana environment concept also could be a new technique for improving employee performance. The traditional tri hita karana environment concept is not only suitable for use in Bali but can be applied generally, because in principle it operates green human resources management (Green HRM) sustainably.

Keywords Tri Hita Karana, environment concept, employee performance, green HRM, sustainability.

1. Introduction

Companies must be able to adapt and changes in order to continue operating and developing on competitive dynamic business era. Human resources help companies achieve their goals. The company will not succeed without the role of human resources (Hasanah and Wulansari, 2024). Human resources have the ability to make companies different from competitors (Rakasiwi, 2024).

The success of a company depends on human resources, namely its employees. The better employee performance will bring the company to achieve its goals. Employee performance is influenced by the work environment either directly or indirectly. If a person's work environment is in accordance with his moral demands and has sufficient and adequate work facilities, a person will feel more comfortable at work (Kirana et al., 2024).

The work environment is what is around workers and can affect how they do their jobs directly or indirectly (Posumah, 2024). One form of business ethics is the work environment, where the company's stakeholders act in the interests of both the company and the environment, so that both parties get the maximum balanced benefits.

Many concepts regarding the work environment have been expressed by various experts, but

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very few offer the concept of a culture-based work environment. All actions taken by the company have an impact internally and externally that is acceptable to all parties involved. This includes the relationship between employees, the relationship between employees and their environment, and the spiritual situation. In Bali, the culture of employees has a high level of religious belief, companies should consider this as an added value to the employee work environment (Budi and Budiasih, 2024). This paper will discuss the concept of work environment based on Balinese culture, namely, *tri hita karana*. This unique concept by relying on local genius, is expected to bring novelty in the choice of strategies to implement the concept of work environment to improve employee performance.

2. Literature Review

2.1 Attribution Theory

The theory used in this study is attribution theory. According to Heider (1958), attribution theory reveals that a person's behavior can be determined by internal and external factors regarding how a person explains the causes of the behavior of others and oneself which will determine the cause either from internal factors such as nature, character, attitude, or from external factors such as situational pressure on circumstances that can affect individual behavior. Attribution theory explains how a person understands how they act on events around them and why they do it (Sondang and Hermi, 2023).

Fritz Heider also stated that internal forces (personal attributes such as ability, effort and fatigue) and external forces (environmental attributes such as rules and weather) together determine human behavior. The development of attribution theory by Rotter (1966) is called "locus of control". The locus of control is how an individual perceives the level of control of events in their lives. The locus of control consists of two types, namely: 1) Internal Locus of Control Individuals who have an internal locus of control tend to believe they can control the events that occur in their lives. They have a tendency that success or failure is caused by personal efforts and actions. 2) External Locus of Control Individuals who have an external locus of control tend to have an external belief that events that occur in life are beyond their control caused by external factors such as luck or fate.

If the actions taken by an employee have a positive or negative impact on the company, the company must be able to analyze the cause because it is possible that the action is caused by the environment, culture and social values of the company itself or due to factors that exist from a person's personality. Attribution theory is related to employee performance in an organization because a person's performance can be seen from his behavior. Someone who is able to balance their personal and work life and is supported by a supportive workplace culture will produce positive behavior, which helps them achieve their best performance (Parenden et al., 2024). Through attribution theory, it can be said in this study, understanding internal factors in the form of *tri hita karana* culture and external factors in the form of the company environment, which are fused together into the THK environment concept, can influence employee behavior in their efforts to improve positive performance.

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2.2 Tri Hita Karana Environment Concept as Green HRM based on Culture

Tri hita karana is a spiritual concept, local wisdom, and philosophy of life from the Balinese Hindu community that aims to change the way people live (Disbud, 2021). In Sanskrit, "Tri Hita Karana" comes from three words: "Tri" means three, "Hita" means happiness or prosperity, and "Karana" means cause or cause. Basically, this philosophy encompasses an understanding of the three sources of happiness, which come from the harmony of the three relationships. which teaches the way for humans to achieve balance and harmony in life. According to this concept, life balance and harmony can be achieved through a good relationship between the three elements of God, fellow humans and nature.

Tri hita karana consists of three components (Disbud, 2021), namely: 1) Parahyangan (Human Relationship with God): Parahyangan is man's relationship with God, which says that we should always be grateful to God, the Creator of the Universe, and all that is contained in it. 2) Palemahan (Human Relationship with Nature): Palemahan is the relationship between humans and the natural environment, which consists of animals, plants, and other elements. 3) Pawongan (Human-to-Human Relationship)- Pawongan is the relationship between humans and their fellow man; humans must form harmonious relationships with others. These relationships may occur in family, friendship, or work relationships. Pawongan means we should be able to maintain harmonious relationships with our family, friends, and community.

The concept of tri hita karana is a hereditary culture of the Balinese people. Many efforts have been made to preserve this concept by the government, academics, business practitioners and individuals. Two social organizations in Bali, the Pakraman Village and the Traditional Irrigation System (Subak), have implemented the Tri Hita Karana (THK) philosophy for centuries (Wardana 2019). At the 2018 IMF-World Bank Group Annual Meeting in Nusa Dua, Bali, from October 9 to 11, 2018, Indonesian President Joko Widodo introduced the idea of THK. The aim is to align the actions of the Sustainable Development Goals (SDGs) Program set by the United Nations around the world. The focus is to drive private capital and innovation for SDGs programs in Indonesia and Southeast Asia. Around 200 to 250 senior leaders from various countries attended the event, including government officials, entrepreneurs, development banks, international donors, investors, businesses and civil society organizations.

One of the efforts to preserve the tri hita karana (THK) concept is by organizing the THK Awards. This is the result of a local initiative that encourages the assessment of concepts in the tourism sector through the Tri Hita Karana Tourism Awards and Accreditation Program (THK Awards). The initiative was started by journalists, professors, and other professionals from the tourism industry. Although Bali's tourism sector has had its ups and downs until recently, the THK Awards has continued from 2000 until now. From year to year, more and more business industries participate in this assessment, not only to improve their branding, but also to improve their corporate life.

According to Wardana (2019), the vision and mission of THK Awards focus on the spirit of Bali, caring for the community and nature conservation. The vision of the Tri Hita Karana Bali Foundation, the official institution in charge of running the THK Awards program, is to promote

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the sustainable development of Bali based on the philosophy of Tri Hita Karana. And the mission of the Tri Hita Karana Bali Foundation is to encourage the government, private sector and community to realize: 1) Good quality of life, ethical and religious according to their beliefs; 2) Harmonious community life and mutual respect for cultural values; 3) A harmonious, hygienic, healthy, sustainable and beautiful environment.

With the THK Awards, it is hoped that the universal THK way of life philosophy can be applied in the management and services of tourist destinations, attractions, educational institutions and government. The benefit for hotels and government agencies after starting the THK Awards program is the recognition that they have maintained and preserved the Balinese environment and culture. The Tri Hita Karana Tourism Awards and Accreditation (THK Awards) program will generate economic benefits as sustainable tourism has a future, there is a growing market for sustainable services and great potential to attract tourists from around the world.

Tri hita karana environment concept is a work environment concept based on employee relationships with God, fellow employees, and the environment. Its application prioritizes the principles of harmony, balance, and togetherness for the purpose of economic, environmental and spiritual sustainability in order to improve employee performance. The condition of the work environment will greatly affect employee performance, a good work environment will be able to improve employee performance (Devi, 2020). Understanding how employees and other related things around the work environment attribute causes of behavior to reduce conflict in various company situations (Heider, 1958). So it is necessary to encourage the creation of positive behavior that shows the comfort of the environment where employees work, so that it can create maximum performance (Parenden et al., 2024).

A good organizational culture is created from a conducive work environment (Marliani and Merisa, 2024). Directly or indirectly the work environment determines the improvement of employee performance. Someone will feel more comfortable working if the surrounding conditions are in accordance with the demands of his conscience and are accompanied by work facilities that are quite complete and adequate, so that they can concentrate fully on their work (Kirana et al., 2024). The work environment is something that is around workers that can affect them directly or indirectly in carrying out their duties (Posumah, 2024). The work environment is a form of business ethics in the sense that stakeholders in a company act not only for their own interests, but also for the safety of other parties in terms of business, including the environment. All activities in the company's business cause external and internal impacts that can be accepted by the parties in this case the relationship between employees, the relationship between employees and the environment, as well as the spiritual situation due to the culture of employees who have a religious level of belief, so the company should pay attention to this as an added value to the employee's work environment (Budi and Budiasih, 2024).

THK environment concept is an environmental concept based on Balinese local wisdom that accommodates local cultural values to realize a dynamic reciprocal relationship between tourism and culture that makes both develop synergistically, harmoniously and sustainably to be able to provide welfare to the community, cultural and environmental sustainability

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(Pranata, et al., 2017). THK environment concept is a trilogy concept of development in Bali that leads to environmental harmony by living in a Godly way, maintaining environmental sustainability and tolerating in society (Pramesti, 2019). According to Anggreswari et al., (2020) in their research revealed that the Tri Hita Karana-based work environment concept is a concept that has the meaning of three causes of human welfare consisting of three elements which include parahyangan, namely the element of divinity, pawongan the element of humanity and palemahan the element of the environment. Based on some of the descriptions above, it states that the THK environment concept is a work environment concept based on the values of divinity (parahyangan), humanity (pawongan), and the environment (palemahan) to achieve harmony.

With the THK Awards, most of the hospitality industry in Bali, has implemented the principle of THK (Tri Hita Karana) based environment concept. THK environment concept is an implementation of the Tri Hita Karana concept applied in the work environment by prioritizing the principles of harmony, balance, and togetherness to achieve economic, environmental sustainability, and spiritual goals. THK environment concept consists of three elements that cause employee happiness and welfare, namely the harmonious relationship between employees and God Almighty (parahyangan), fellow employees (pawongan), and employees with the environment (palemahan). The implementation of THK environment concept in the hospitality industry in Bali is shown in Table 1 below:

Table 1. Implementation of THK Environment Concept in Bali Hospitality Businesses

THK Concept	Implementation
1. Parahyangan	Availability of facilities and places of worship for every employee The existence of religious activities for all Muslims, Christians, Catholics, Hindus, Buddhists and Confucianists. The existence of mutual cooperation activities to clean shrines in the hotel environment and the community
2. Pawongan	Existence of various trade union organizations, People's Organizations for each Religion Employee activities such as Gathering, Outbound, Outing, Team Building, Yoga, Sports, Anniversarry, Birthday Celebration, Family Member Appreciation Week, Best of Family Member, Soft and Hard Skill Training.

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3. Palemahan Implementing sustainability programs such as regular beach clean up, waste water management into water for watering plants (Eco Water System), Tree Planting, Using Eco Mosquitos Control System (Zero Chemical), Organic waste management (Compost), and has been certified by Travelife Gold category. Implementation of a green office in each employee workplace equipped with air conditioning or ceiling fans and ornamental green plants.
Raising animals such as squirrels, and koi fish
Most roofs use reeds and ground floor buildings
Complete public facilities: restaurant, bar, swimming pool, spa, gym, meeting room
Health facilities, Employee Health and Employment insurance, Availability of First Aid Box, and In House Clinic.
Security facilities, availability of employee lockers, CCTV, spacious, comfortable and safe parking, inspection of people entering and exiting, hazard or emergency instructions, availability of fire prevention and handling tools in every room and outdoors.
Other facilities include uniforms for all employees, the availability of an employee canteen equipped with sofas, TVs, ceiling fans, food and drinks from certified caterers, shower rooms, toilets and changing rooms.
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Based on Table 1, it shows that the implementation of the THK environment concept in the hotel businesses industry in Bali is good and able to create harmony, balance, togetherness, environmental and spiritual sustainability to support the improvement of employee performance itself. This is supported by Budi and Budiasih's research (2024) that the Tri Hita Karana concept can increase guest trust, provide comfort and tranquility for guests and employees, and maintain a harmonious environment. Comfort and tranquility and harmonization of employee relations in their work environment with the THK environment concept are able to support employees in producing maximum performance. So as to be able to achieve the expected employee performance with this positive thing as well as the success of the company. A study revealed that the work environment which concerns the relationship between employees and the work environment has a positive and significant effect on employee performance (Sanjaya and Febrian, 2024).

THK Environment Concept indicators THK environment concept is measured based on the parts that are aspects of Tri Hita Karana, namely as follows (Kusuma et al., 2023): 1) Parahyangan is a concept that wants harmony between humans and God Almighty. In business activities, it is necessary to realize that employee activities are not only aimed at enjoying and earning income but how employees fulfill their spiritual needs and activities. 2) Pawongan is a concept of harmony between humans and humans. The need for awareness in business activities

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that business people are essentially creatures of God, not much different from fellow humans who may be workers or employees. To prevent internal and external social conflicts in the community, it is important for a business to maintain harmony with fellow humans 3) Palembang is a concept of harmony of a business towards the sustainability and comfort of the surrounding environment. Nature has provided and given everything to make things easier, so a business must pay more attention to the natural environment around it by not exploiting it excessively.

2.3 Employee Performance

Performance is the result and work behavior achieved in completing tasks and responsibilities. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out duties according to the responsibilities given (Daryanto, 2022: 100). According to Pratiwi et al., (2024) revealed that employee performance is the result of a process that refers to and is measured during a certain period of time based on previous provisions and agreements, so that performance is the level of success of employees in completing their work which will be satisfactory if the work given to employees is in accordance with standards or in accordance with employee abilities. Employee performance is also one of the organization's strategies, in achieving goals that involve the role of individuals with their competence. Based on this exposure, employee performance is the result of work achieved by employees in quality and quantity in carrying out their responsibilities during a period of time.

Several factors that can affect employee performance according to Wiyono and Iristian (2024) also explain that the factors that affect employee performance basically consist of two factors, namely: 1) Internal factors of employees such as nature, attitudes, behavior, personality, ideals, curiosity, age, gender, knowledge, social background and culture and other factors that originate or originate from themselves. These factors are factors that are brought by the employee himself and can affect an employee in carrying out his work. 2) External factors, both those originating from within the company and others. Examples of external factors originating from within the company such as the work and social environment, leadership, types of training, evaluation or supervision, and the salary system (the size of the salary, or also the penalty system if a company applies it). While factors from outside the company can be in the form of economic crises, inflation, natural disasters and others. Based on the opinions of some of these experts, it can be said that the factors that can affect employee performance are essentially two factors, namely internal factors and external factors. Internal factors are factors that come from within the employee. While external factors from outside the employee that can come from within the company or outside the company.

Employee performance is important to assess as a way of measuring the role of each employee in their work, in order to evaluate the performance of their employees. According to Robbins (2016: 260), indicators to measure individual employee performance are as follows: 1) Quality of work can be measured from employee perceptions of the quality of work produced and the perfection of tasks against employee abilities and skills. The quality of work can also be described by the level of good or bad work of employees in completing tasks and the ability and skills of employees in completing assigned tasks. 2) Quantity is the amount produced

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represented by the number of units and activity cycles completed. It is a measure of the number of unit work results and activity cycles completed by employees, so employee performance can be measured through the number of units or cycles. For example, employees may complete their tasks earlier than the time specified by the company. 3)

Timeliness is defined as the degree to which activities have been completed at the set time from the perspective of coordinating with output results and maximizing the time available for other activities. The speed at which employees complete tasks can be used to measure their performance. to avoid interfering with other work performed by the employee. 4) Effectiveness is when the organization's resources (manpower, money, technology, and raw materials) are used as optimally as possible with the aim of increasing the output of each unit. This means that human resources, as well as technological resources, capital, information, and raw materials that exist in the organization, must be maximized in use. 5) Independence is an attitude that allows an employee to act freely, do things on their own impulse and for their own needs without the help of others; allows them to think and act in innovative and creative ways; have self-confidence, get satisfaction from their efforts, and influence the environment.

2.4 The Relationship between THK Environment Concept and Employee Performance

A harmonious spiritual work environment has a significant effect on employee performance (Suryosukmono, 2024). Wahyuni et al. (2021) revealed that the philosophical values of the Tri Hita Karana work environment concept form the mental attitude and behavior of employees who have played a role in performance growth and environmental conservation management. The implementation of the concept of work environment in parahyangan shows that the better the employee's relationship with God, the better the performance produced by the employee. Implementation of the concept of work environment in pawongan requires employees to be able to work with fellow employees with different characteristics, so that in order to establish a good working relationship between employees, a harmonious relationship and tolerance among employees are needed so that employee performance is maximized. The implementation of the work environment concept in palemahan is a harmonious relationship between humans and the surrounding environment. Work environment conditions have an important influence on employee performance, employee performance can increase from a good work environment. In research (Devi, 2020) also found that the Tri Hita Karana work environment concept consisting of parahyangan, pawongan, and palemahan has a positive and significant effect on employee performance. In line with these findings Lestari and Yudiaatmaja (2022) in their research revealed that the implementation of the Tri Hita Karana concept has a positive effect on organizational performance. Similarly, it was found that the THK implementation of parahyangan, pawongan, and palemahan had a positive and significant effect partially and simultaneously on the quality of service performance (Sumadi et al., 2022).

3. Research Method

Employee performance based on *tri hita karana* environment concept research is accomplished through data analysis that employs descriptive and interpretative qualitative methods (Utama, 2017). By grouping the data into subjects and applying the proper language, descriptive analysis

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was carried out. The themes of the variables are explained in terms of earlier research and the theoretical framework. The conclusions of this article are the relationships between these factors. To comprehend the relevance of these correlations, these findings are described (Veal, 2017). These interpretations accurately reflect the conclusions of the article about the correlations between the variables (Hair et al., 2007).

4. Finding and Discussion

The application of the THK environment concept is inseparable from three important aspects in achieving welfare, namely the harmonious relationship between humans and God (Parahyangan), humans and humans (Pawongan), and humans and the environment (Palemahan) which can be influenced by several factors as follows (Putra et al., 2023): 1) Culture and Traditional Values, i.e. Awareness of cultural and traditional values is a major factor in the implementation of the Tri Hita Karana environmental concept in the hospitality industry, as companies must be those that understand and respect local Balinese values that tend to be more able to implement this concept authentically. 2) Management Commitment i.e. The involvement and commitment of hotel management is crucial in driving its implementation as a strong and committed management will provide the necessary support and resources to run programs that are in line with the concept. 3) Education and Training i.e. employee development programs in terms of understanding of the Tri Hita Karana work environment concept will be very influential. The better the employees' understanding of this concept, the easier it will be for them to implement it in every aspect of hotel operations. 4) Environmentally Friendly Design and Architecture i.e. Hotels that design their buildings by paying attention to environmentally friendly principles will support the implementation of the palemahan concept, which is a harmonious relationship between humans and nature. The use of recycled materials, the application of green technology, and sustainable garden planning. 5) Local Community Involvement i.e. Involving local communities in hotel activities, either through cooperation in procuring local products, empowering the surrounding community, or social activities, can help create a harmonious relationship between the hotel and the surrounding community.

Taking into account the above factors, the hotel can more effectively implement the THK environment concept in its operations, so that it can provide greater benefits both for the environment, the local community, and for the overall sustainability of its business. Furthermore, it can conduct an evaluation process, identifying areas that need to be improved or enhanced to achieve the goal of balance between Parahyangan, Pawongan, and Palemahan.

Empirical research has found that when a company can create a work environment that is conducive, collaborative, and considers all aspects, such as employees' spiritual relationships with their god, fellow employees, and their own work environment, the work environment can achieve the highest level of performance. (Firjatullah et al., 2024; Wahyuni et al., 2023; Devi, 2020; Sumadi et al., 2022; and Lestari and Yudiaatmaja, 2022). In other words, the application of the THK environment concept, which is an ingrained Balinese local culture, will make it easier for companies to adopt its principles, which are then applied by their employees voluntarily because it is in accordance with their spiritual beliefs. Thus the concept will greatly

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support the company in its efforts to improve employee performance.

The THK environment concept can also be said to be in accordance with green Human Resources Management (HRM) practices. Sustainable resource utilization and environmental preservation are promoted and supported by green HRM policies. The formulation, execution, and upkeep of all initiatives meant to instill staff members' commitment to and support of sustainable aims are the key foci of green human resource management (Amrutha and Geetha, 2020). The application of HR policies and procedures known as green HRM helps minimize the negative effects on the environment by encouraging the wise use of corporate resources and fostering harmony among humans, the environment, and the creator (Satrianto and Gusti, 2023). This definition emphasizes how HRM contributes to the development of an organizational culture that is sustainable (Tanova and Bayighomog, 2022).

5. Conclusion

The THK environment concept can affect employee performance. Many empirical studies have found that employees' work environment affects their performance for the better, resulting in better quality and quantity of work. If a company can realize or create a conducive and collaborative work environment and consider all aspects, such as employees' spiritual relationship with God, fellow employees, and the environment, the work environment can reach its best performance level.

The THK environment concept strongly supports green human resource practices, where the implementation of HR policies and procedures known as green HRM helps minimize negative impacts on the environment by encouraging the wise use of company resources and fostering harmony between humans, the environment, and their creator. As previously mentioned, the traditional tri hita karana environment concept is also could be a new technique for improving employee performance. The traditional tri hita karana environment concept is not only suitable for use in Bali but can be applied generally, because in principle it operates green human resources management sustainably.

THK environment concept is a concept based on Balinese culture, but it is very good to be applied, this concept must be continuously echoed so that every company understands the benefits of its application, this can be realized by; 1) Every company in all fields not only the hospitality industry must start moving to apply The THK environment concept. 2) THK environment concept is not only local but also international because it is similar to the implementation of green human resources management policy. 3) THK Award is routinely held not only locally but also internationally, in order to globalize this concept, 4) Although it seems that at the beginning there will be an increase in expenditure, the subsequent impact will actually provide more benefits, namely from the internal side it can increase employee motivation and performance and from the external side it can support the government's appeal to preserve culture, create brand awareness, and corporate image which will later become a convincing promotion to increase sales and business sustainability.

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