



Pang Pada Payu: Implementing Tri Hita Karana Principles on Pawongan Aspect as a Balinese Business Concept

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Received: 02 September 2023

Accepted: 05 November 2023

DOI: <https://doi.org/10.32479/irmm.15328>

ABSTRACT

Bali, as one of the renowned tourist destinations recognized globally, has led to the growth of various businesses, both those that support the development of tourism directly and through market chains. This qualitative descriptive research, which uses participatory observation and in-depth interviews, is conducted with the aim to understand, comprehend, and describe the implementation of the *Tri Hita Karana* principle in the *pawongan* aspect through one of Bali's local wisdoms, namely *pang pada payu*. A variety of business opportunities have grown and developed along with the rise of tourism in Bali. Apart from tourism, the high domestic sector needs to support cultural preservation have also experienced significant growth, regardless of the economic conditions. Balinese culture, as a tourism icon, in its implementation not only provides economic benefits for those in the tourism sector but also offers opportunities for businesses that play a role in meeting domestic needs. Various businesses that have grown in Bali not only give birth to competition but also present various forms of cooperation, known as *pang pada payu*. *Pang pada payu* is one of the local wisdoms possessed by the Balinese community that in its implementation resembles a market chain and is used as a guideline for conducting business.

Keywords: Business, Human Relationship, *Pawongan*, *Tri Hita Karana*

JEL Classifications: M21, Z12, Z32

1. INTRODUCTION

Bali, renowned as one of the world's famous tourist destinations, possesses a rich and unique cultural heritage. One of these is the principle of *Tri Hita Karana* (Peters et al., 2013; Sukarma, 2016), a philosophical concept that teaches about the harmony of life through three relationships: with God (*Parhyangan*), with fellow humans (*Pawongan*), and with nature (*Palemahan*). Although there is much literature discussing the application of *Tri Hita Karana* in architecture, agriculture, and the daily life of the Balinese community, knowledge, especially in its application to business there were limited. This concept is portrayed as a principle teaching balance in everyday life, focusing on the interconnectedness between humans, nature, and God. In the context of modern business, the *Tri Hita Karana* principle shares similarities with

the sustainable business concept emphasizing the balance between profit, people, and the planet (Mahyuni and Dianti, 2018; Wanadjaja and Samputra, 2021). Local cultural principles, such as *Tri Hita Karana*, can be integrated into sustainable business strategies.

Pawongan, which represents the principle of harmony with others in the *Tri Hita Karana* teaching, can be implemented in business activities. One term in business in Bali is known as “*pang pada payu*.” The concept of *pang pada payu* is an approach practiced to engage and benefit all involved parties for the achievement of a common goal (Wahyuni and Sunaryo, 2023). This principle, familiar in the economic world, especially in trade, is also often used as a way to resolve issues in other areas of life. The expression in “*Bali madya*” language means that everyone should be able to

participate, even if the goal achieved isn't entirely in line with the target. The *pang pada payu* principle can also be understood as an activity within the market chain.

The application of the *pawongan* principle in the business world emphasizes the importance of collaboration and mutual benefits among business players. Studies (Ishwari et al., 2019; Purnamawati et al., 2022) show that businesses that integrate the *pawongan* principle into their operations tend to have better relationships with suppliers, customers, and other business partners. Integrity, trust, and commitment are key elements in these relationships. This creates a conducive business environment where each party feels valued and contributes positively to mutual success.

Furthermore, the *pawongan* principle also has a positive impact on employee welfare. According to studies from Gunawan (2011), Rosyidiana et al. (2023) and Solihin and Sumawidari (2021), companies that prioritize the *pawongan* principle tend to have higher employee satisfaction, lower turnover, and increased productivity. This is because employees feel valued, empowered, and have the opportunity to contribute to the company's goals. Thus, the *pawongan* principle is not only beneficial from a business perspective but also brings benefits for employee welfare.

The market chain is a value chain aimed at maximizing the use of resources, both products and services, locally. In this regard, it is understood that the activities and operations of a business cannot stand alone but require collaboration with various parties across different economic fields. This can also be illustrated as an inclusive business, which is a sustainable business that involves the community in the business process, be it as producers, distributors, sellers, or consumers. The involvement of many parties in a business process, thus enabling contributions to many people, represents the implementation of the Tri Hita Karana principle in the *pawongan* aspect. Applying the "pawongan" principle in the business world is not just about adopting good business ethics, but also about building a strong foundation for growth and business sustainability. When companies operate with trust, integrity, and mutual respect, they not only reap financial benefits but also enhance their reputation, strengthen relationships, and contribute to the development of a more harmonious society.

Incorporating the concept of "pang pada payu" into the value chain further emphasizes the essence of inclusivity and mutual benefit. It is a reminder that every stakeholder, regardless of their position or role, plays a significant part in the holistic success of the business. When "pang pada payu" is integrated, it ensures that everyone involved, from suppliers to end-users, is treated fairly and benefits equitably from the business transactions. This ensures a balance in the distribution of rewards and risks, fostering a sense of ownership and pride among all participants. As businesses embrace "pang pada payu," they not only thrive economically but also promote a culture of togetherness and shared prosperity, which is pivotal in creating a resilient and sustainable business ecosystem. Thus, by intertwining the principles of "pawongan" and "pang pada payu," businesses can achieve success that is not only financial but also deeply rooted in communal harmony and collaboration.

In the global era, businesses in Bali are not only faced with local challenges but also global ones. Understanding how local principles like Tri Hita Karana, especially the *pawongan* aspect, can offer competitive advantages is essential. Moreover, with the increasing trend of sustainable business and a human-centered approach, understanding and integrating the *pawongan* principle can provide guidance for businesses in Bali to grow and compete on the international stage. Therefore, this research is crucial to delve deeper into how the Tri Hita Karana principle, particularly the *pawongan* aspect, can be applied in Balinese business. By addressing existing knowledge gaps, the results of this research are expected to guide business operators in Bali in facing future challenges.

2. METHODS

The implementation of the Tri Hita Karana principle in the *pawongan* aspect as a Balinese business concept requires a deep understanding of the cultural and social context of the Balinese community. The research method used to delve into this context is ethnography. Through an ethnographic approach, participatory observations and direct interactions were conducted with the business people who were the subjects of this study (Anandita et al., 2023; Hartono, 2017).

Through participatory observation and in-depth interviews, the Tri Hita Karana principle, especially the *pawongan* aspect, is understood, translated, and applied in everyday business practices in Bali. In addition, there was also exploration on how the beliefs, values, and cultural norms of Bali influence business decisions and human relationships in the business environment. After the data was collected, a thematic analysis was conducted to identify patterns, themes, and narratives emerging from the data. This will provide insights into how the Tri Hita Karana principle is applied and translated in everyday business practices.

3. LITERATURE

Bali's popularity as a leading tourist destination on the international stage has driven the growth of the tourism industry and related businesses on the island (Awirya et al., 2017; Chin et al., 2017; Wiwin, 2019). With the development of tourism in Bali, various local enterprises have also flourished, both directly aimed at catering to tourism activities and those concerning the domestic aspects related to tourism. For example, businesses engaged in the culinary sector, crafts, as well as fruit traders and suppliers of ritual necessities for the Balinese community. Bali, focusing on cultural tourism, contributes to various levels of economic activity. Aiming to preserve cultural activities, a variety of local businesses have grown, serving as producers, distributors, sellers, until ultimately the products are received by consumers.

Previous research has shown that the development of tourism in Bali not only contributes to economic growth but also affects the social and cultural dynamics of the community. The Tri Hita Karana principle is a concept of balance between humans and God, humans with each other, and humans with nature. A study

by Rahmawati et al. (2019) emphasizes the importance of applying this principle in various aspects of Balinese community life, including in business. Specifically, in the “pawongan” aspect (human-to-human relations), this concept underscores the importance of harmony and balance in interpersonal relationships (Ishwari et al., 2019). In business practices, there’s always a need for good interpersonal relationships among the parties involved, so that business objectives can be achieved proportionally.

The concept of “pang pada payu,” as a piece of Balinese local wisdom, emphasizes the importance of collaboration and interconnectedness among various entities within a community (Lansing, 2006). Specifically related to local products, (Sadiartha, 2017) explains that “pang pada payu” is a concept of togetherness in business to bring benefits for all. Viewed from the self-leadership theory, it indicates the ability to communicate in introducing the local community products, making it understood that local products are a strength to achieve common goals. Although not many studies delve deeply into this concept, some sources indicate that “pang pada payu” plays a crucial role in facilitating business cooperation in Bali, especially in today’s era of globalization.

In the face of the rapid globalization and the influx of international brands, the “pang pada payu” concept serves as an anchor for Balinese businesses, reminding them of the power of unity and community values. By embracing this principle, local entrepreneurs and artisans can pool resources, share knowledge, and even co-market their products, thereby presenting a united front that is more resilient to external competition. This collective approach not only ensures the sustainability of individual businesses but also strengthens the unique cultural identity of Bali in the global market.

Moreover, the “pang pada payu” philosophy offers insights that can be applied beyond Bali. In today’s interconnected business world, collaboration and synergy are more crucial than ever. Businesses, regardless of their location or size, can learn from this Balinese ethos, recognizing that in many instances, collective endeavor and mutual support can lead to greater, shared successes. Adopting such a perspective not only aids in navigating the challenges of globalization but also in building more sustainable and community-centric business models.

4. RESULTS

4.1. Understanding and Implementation of Balinese Business on the *Pawongan* Principle within Tri Hita Karana

The understanding of Balinese business regarding the *pawongan* principle is profound and holistic. For the Balinese community, business relations are not merely limited to commercial transactions but also reflect social harmony and reciprocity. In other words, business is viewed not just from an economic perspective but also from social and spiritual dimensions. For instance, when a Balinese entrepreneur starts a business, he ensures that the business not only provides financial benefits but also fosters harmony in the community, considering the well-being of workers, clients, and all involved parties. Additionally, business practitioners must maintain harmony internally within the

company and externally with the environment to avoid conflicts with stakeholders (Mahyuni and Dianti, 2018; Riana, 2011). The implementation of the *pawongan* principle in Balinese business illustrates how such businesses establish relationships based on trust, mutual respect, and mutual support.

Many businesses in Bali operate based on the principle of mutual cooperation. For instance, in the tourism industry, there is collaboration between hotel owners and local restaurant owners to refer guests to each other, benefiting both parties. Similarly, small and medium enterprises partner with distributors, resellers, and sellers to deliver their products to consumers, enabling multiple parties to earn revenue. Furthermore, business owners in Bali offer additional benefits to their employees, such as health insurance, education for their children, and annual bonuses. This reflects the *pawongan* principle where business owners view their employees as family, not just workers. Moreover, when business conflicts arise, many business owners in Bali opt for mediation or out-of-court settlements. This approach embodies the *pawongan* principle, emphasizing the importance of harmony and balance in human relationships. Thus, the understanding and implementation of Balinese business concerning the *pawongan* principle within Tri Hita Karana demonstrates how business can be an instrument for creating social harmony and mutual prosperity. It offers an alternative perspective on how businesses can be conducted in a more humane and sustainable way.

In the past decade, there has been a growing interest in understanding how cultural principles like Tri Hita Karana are integrated into business practices, especially in an increasingly global environment. Previous research indicates that the Balinese community applies the Tri Hita Karana principle, particularly the *pawongan* aspect, in various facets of daily life, including business (Wahyuni and Sunaryo, 2023). One manifestation of the *pawongan* principle in business is the concept of “pang pada payu.” This is a local wisdom that emphasizes the importance of cooperation and interconnectedness in business activities. *Pang pada payu* illustrates how the Balinese community collaborates in various business initiatives, supporting one another, showing that business competition can be conducted harmoniously and based on mutually beneficial principles (Lansing, 2006).

Furthermore, the integration of cultural principles into business models offers numerous advantages. For one, it creates a unique selling proposition in the global market. Businesses rooted in local values can offer products and services that have a distinct flavor of authenticity, cultural richness, and a story behind them. This can differentiate them from their competitors, appeal to niches, and command premium pricing. Moreover, these businesses often enjoy stronger community ties, resulting in local support, loyalty, and a reliable local customer base. As the world becomes more homogenized due to globalization, there’s an increasing demand for experiences and products that have genuine cultural roots and stories, and Balinese businesses leveraging the principles of Tri Hita Karana certainly fall into that category.

Additionally, the emphasis on harmony and cooperation over aggressive competition can lead to more sustainable business

practices and relationships. Collaborative models, as illustrated by “pang pada payu,” can result in shared resources, knowledge transfer, and a pooling of risks, which can be particularly beneficial for smaller businesses. The global business landscape is littered with tales of cut-throat competition leading to short-term gains but long-term losses. In contrast, Balinese businesses, through the lens of their cultural principles, offer an alternative blueprint, highlighting the potential for success through cooperation, mutual respect, and maintaining harmony with both the environment and society. This could serve as an inspiration for global businesses seeking more sustainable and community-oriented practices.

4.2. Challenges and Obstacles Faced by Business Operators in Bali in Implementing the *Pawongan* Principle from Tri Hita Karana

Tri Hita Karana, a foundational principle that emphasizes the harmony of life in Bali, has been a cornerstone in the lives of the Balinese people, including in the business realm. However, the application of the *pawongan* principle—which underscores the harmonious relationship between individuals—within the current Bali business landscape is not without its challenges and obstacles. Globalization has ushered in significant changes, including the introduction of various international brands and foreign business cultures (Immanuel and Pannindriya, 2020; Wulandari et al., 2023). This shift is also felt in Bali. Economic growth and commercialization often place pressure on Balinese business operators to amplify their profits. In such circumstances, there’s a possibility that the *pawongan* principle might be sidelined in the pursuit of financial targets. For instance, some hotels might choose to cut costs by reducing amenities for staff or maximizing working hours without considering employee welfare. Moreover, human labor is replaced with machinery and/or artificial intelligence, which, while demanding a higher initial investment, offers lower operational costs in the long run.

Rapid social change and modernization can erode the traditional understanding of the *pawongan* principle. The younger generation, more exposed to the digital and global culture, may have different views on interpersonal relationships in business (Immanuel and Pannindriya, 2020; Saebah and Zaenal Asikin, 2022). For instance, they might prioritize digital communication over face-to-face interactions, which, in the traditional Balinese context, are crucial for building strong business relationships, and (Chuah et al., 2016) said communication is pivotal to ensuring organizational support. The use of platforms for business, which can directly connect producers to end-users (consumers), results in job losses for distributors, resellers, and sellers. This can disrupt the harmonious relationships between individuals (*pawongan*), even leading to conflicts. Therefore, in the face of these challenges and obstacles, it is essential for business operators in Bali to return to the core values of Tri Hita Karana and ensure that these principles continue to guide their business practices.

As tourism and the economy in Bali grow, it inevitably brings pressure on local business operators to adapt to global trends while preserving local values. Previous studies (Saputra, 2015; Suprpto et al., 2023) have revealed that this adaptation process is not always smooth and often presents challenges and obstacles. One unique

concept in the business activities of the Balinese community is “pang pada payu,” which reflects cooperation and mutually supportive relationships among business players. This concept exemplifies how the Balinese community applies the *pawongan* principle in their daily business activities. Given the importance of this principle to the life of the Balinese community and the significance of the “pang pada payu” concept in business activities, further research is needed to understand this issue more deeply.

In a world where businesses are increasingly driven by profit maximization and rapid expansion, concepts like “pang pada payu” can be a refreshing perspective. It signifies the possibility of businesses thriving not by outdoing each other but by lifting each other. Such approaches challenge the conventional business paradigm and suggest that in a truly interconnected community, the success of one can lead to the success of all. However, in the face of rampant globalization, there lies the risk of such deep-rooted local principles being overshadowed by global business models. For instance, as international brands make their way to Bali, there is a potential threat to the long-held traditions and practices of local businesses. Yet, it’s these very traditions, encapsulated in concepts like “pang pada payu,” that can provide them a distinctive edge.

Furthermore, the lessons from “pang pada payu” can be extrapolated to broader business contexts. The essence of mutual support and collaboration is not just beneficial at a local level but can be instrumental in forging strong international partnerships and networks. Emphasizing the values of cooperation over competition can lead to sustainable long-term growth and stability, especially in turbulent economic times. For Bali and its business community, maintaining a balance between integrating with the global market and retaining their unique cultural identity will be crucial. This dynamic interplay between the old and the new, the local and the global, will shape the future trajectory of Bali’s business landscape.

4.3. Impact of the Implementation of the *Pawongan* Principle in Tri Hita Karana on the Growth and Sustainability of Business in Bali

The *pawongan* principle, which emphasizes harmonious relationships between individuals, has fostered the creation of strong business networks in Bali. For instance, in the tourism industry, hotel owners often collaborate with local restaurant owners or local tour service providers, creating a synergy that benefits all parties involved. This not only strengthens business relations but also spurs the growth of the entire economic sector (Leppe et al., 2019; Mishra et al., 2019; Picard and Robinson, 2006). Businesses that adhere to the *pawongan* principle tend to pay more attention to their relationships with customers. For example, local coffee shops, basket weavers, and sculptors recognize their loyal customers and offer a more personal service. Trust and loyalty ensure a steady flow of revenue and long-term growth.

The *pawongan* principle teaches the importance of building and maintaining good relationships within the community. Craft businesses in various regions of Bali prioritize raw materials from local suppliers or employ workers from the surrounding community. This community-based approach not only ensures local support but also enhances business sustainability amidst

economic or social changes. The harmonization principle within *pawongan* provides guidance for businesses in handling conflicts, both internally and externally. By approaching conflict as an opportunity to achieve harmony, businesses in Bali tend to seek sustainable win-win solutions rather than confrontational approaches, in line with the implementation of the *pang pada payu* principle (Erawati and Atmadja, 2020; Saputra, 2015). With deep roots in the *pawongan* principle of Tri Hita Karana, businesses in Bali have a unique advantage in building strong relationships and long-term sustainability. Despite challenges in the era of globalization, this approach remains relevant and valuable.

Tri Hita Karana is a philosophical concept from Bali that emphasizes three harmonious relationships: between humans and God (Parhyangan), humans and humans (Pawongan), and humans and nature (Palemahan). In the business context of Bali, these principles are not only considered as ethical guidelines but also as critical business strategies (Atmadja, 2020). Strong social relationships are often seen as the foundation for business growth and sustainability. In the Balinese context, these social relationships are emphasized through the *pawongan* principle, which values interpersonal connections, thus influencing the development and growth of social capital.

Social capital refers to the resources embedded within social networks, including trust relationships, norms, and networks (Bourdieu and Santosa 2010; Nupus et al., 2016; Plummer, 2011; Widiastini et al., 2022). Both the *pawongan* principle and the *pang pada payu* concept promote the formation of strong social capital within the Balinese community. Several studies have shown how Tri Hita Karana influences the tourism industry in Bali. For instance, research by Widiastini et al. (2022) demonstrates how this principle aids in building strong relationships between tourism stakeholders and the local community. Another study by Peters et al. (2013) notes how the Tri Hita Karana principle, particularly *pawongan*, has helped local businesses grow and sustain amidst global competition.

Pang pada payu, which literally means “unite in struggle,” is a traditional Balinese concept emphasizing the importance of cooperation and collaboration in various aspects of life, including business. In a business context, this means that businesses in Bali tend to collaborate and form alliances, rather than compete in a destructive manner. This is often seen in the way local businesses cooperate to supply goods or services, share resources, or support each other in joint projects. A deep understanding of how the *pawongan* principle in Tri Hita Karana influences business in Bali can provide valuable insights for business practitioners and academics interested in unique sustainable business models. Moreover, by exploring how the *pang pada payu* concept is integrated into business practices, we can further understand how tradition and modernity collaborate in Bali.

The philosophy behind “*pang pada payu*” can also serve as a beacon for businesses worldwide. In an era where cutthroat competition often leads to short-lived success and sustainability concerns, the Balinese model offers an alternative. It champions the idea that businesses, even while operating in a modern

capitalistic framework, can prioritize community values, mutual growth, and holistic prosperity. Such practices stand in stark contrast to the zero-sum mindset prevalent in many industries where the success of one entity is believed to come at the expense of another.

Furthermore, the fusion of “*pang pada payu*” in contemporary business practices in Bali also presents a fascinating study in cultural resilience. While globalization often leads to homogenization, with businesses across the world adopting similar practices and strategies, Bali stands as a testament to the power of cultural preservation. Even as it interfaces with global commerce, the island retains its unique character, drawing strength from time-honored traditions like “*pang pada payu*.” This suggests that even in the face of rapid technological and economic changes, there remains space for traditional wisdom to guide and inform business practices, creating a blend of the old and new that is both sustainable and ethically sound.

5. CONCLUSION

The implementation of the *pawongan* principle in Tri Hita Karana not only highlights the cultural foundation of Bali but also plays a crucial role in guiding the growth and sustainability of businesses on the island. Through an in-depth study of theory, concepts, and previous research, we gain a better understanding of how the interpersonal relationships emphasized by the *pawongan* principle influence the way the Balinese community conducts business. The concept of *pang pada payu*, which emphasizes the importance of collaboration and togetherness, shows that old traditions and values are still relevant and can be integrated into modern business practices, providing a unique competitive advantage for businesses in Bali. Through understanding and respecting these values, businesses in Bali can not only grow and thrive but also make significant contributions to the preservation of local culture and traditions. Therefore, understanding and integrating the principles of Tri Hita Karana, especially *pawongan*, into the business framework is key for harmonious business growth and sustainability in Bali.

Based on the in-depth study of the impact of implementing the *pawongan* principle in Tri Hita Karana on the growth and sustainability of businesses in Bali, as well as its relevance to the concept of *pang pada payu*, several suggestions can be put forward. First, to effectively implement the *pawongan* principle, there is a need for closer collaboration between business stakeholders, local governments, and the local community. This ensures that business activities align with the cultural values and needs of the Balinese people. Second, in today’s era of globalization, businesses in Bali must consider innovative ways to blend tradition with modern market demands, without sidelining the principles of Tri Hita Karana. Given the importance of the Tri Hita Karana principles and the *pang pada payu* concept, businesses in Bali can leverage this as their competitive edge in the global market. As a final note, the application of the *pawongan* principle in Tri Hita Karana and the concept of *s* is not just a business concept but a representation of deep-rooted Balinese cultural values. As a starting point, respecting and understanding these values will not only provide business

benefits but also make a positive contribution to the Balinese community and culture as a whole.

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