

# Systematic Literature Review: Harmony Source Life At Higher Education In Bali

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## Abstract

The purpose of this study is to examine the influence of Tri Hita Karana Culture, organizational commitment, and employee wellbeing on employee performance through employee engagement at Private Universities in Denpasar. Research Gap This study is motivated by the influence of organizational culture and organizational commitment applied by each workforce at universities in the city of Denpasar. This leads to deviations in individual behavior within the organization and also because of the lack of readiness of Human Resources / Employees in the organization to face technological advances in this digitalization era, where this is influenced by external and internal factors. This study uses qualitative data types adopted from 26 international journals, both indexed journals DOAJ, Scopus, Elsevier, Taylor and Francis Group. This study uses a qualitative approach, using data analysis tools using Systematic Literature Review. The results of this study found that Management based on local wisdom Tri Hita Karana In achieving harmony in higher education organizations, it was also found that the application of this concept aims to create balance and harmony in life.

**Keywords:** Tri Hita Karana Culture, Organizational Commitment, Employee Wellbeing, Employee Engagement, Performance

Date of Submission: 10-11-2024

Date of Acceptance: 20-11-2024

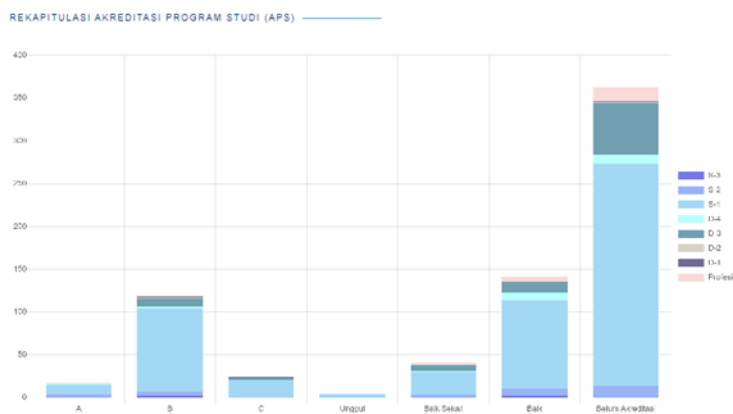
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## I. Introduction

Many universities with the best quality, both state and private, are spread throughout the big cities in Indonesia, one of which is Bali. The most favorite private universities in Denpasar are Warmadewa University, National Education University, Mahasaraswati University Denpasar, Hindu University, Ngurah Rai University. There are 10 study programs at Warmadewa University, namely Religion, Economics, Humanities, Health, Mathematics and Natural Sciences, Education, Agriculture, Arts, Social, Engineering. At the National Education University there are 10 study programs, Mahasaraswati University Denpasar has 10 study programs, Ngurah Rai University has 10 study programs.

Judging from the results of observations of several respondents, crucial problems were found regarding higher education, especially in the Denpasar area of Bali, where...Increasing the nation's competitiveness in facing globalization requires higher education that is able to develop science and technology that is able to produce intellectuals, scientists and/or professionals who are creative, tolerant, democratic, have a strong character and dare to defend the truth for the benefit of the nation. This observation shows that universities of any level have the responsibility to produce a quality generation of Indonesia. The way to do this is by building a culture of quality in universities. Standards quality is still the main priority for the development of education in Higher Education, which together with running in accordance with its relevance. If relevance, it means that graduates produced by Higher Education education, their competencies really meet the competencies needed by the world of work. This is also able to improve the quality of HR graduates after graduating from Higher Education.

Based on data from Kompas.com (2023) states that a College or university is an institution that organizes academic and vocational education in various fields of science. In general, Universities or Colleges can be divided into two main categories, namely State Universities and Private Universities. The problem that occurs in Private Universities in Denpasar City is that communication between management and employees can be ineffective. The inability of management to convey organizational policies or visions can cause dissatisfaction and confusion among employees. Therefore, it is necessary to have clear socialization regarding the regulations and policies that exist in the company regarding personnel, structural positions that must be achieved by educational staff at Private Universities in Denpasar City



Jenjang	Akreditasi							Total
	A	B	C	Unggul	Baik Sekali	Baik	Belum Akreditasi	
S-3	0	2	0	0	0	2	0	4
S-2	4	5	0	0	3	8	14	34
S-1	11	97	21	4	27	104	259	531
D-4	1	2	0	0	1	9	11	24
D-3	0	10	2	0	7	11	60	91
D-2	0	1	0	0	0	0	1	2
D-1	0	1	1	0	0	1	1	4
Profesi	1	1	0	0	3	6	17	28
Jumlah	17	119	24	4	41	141	363	718

Judging from the results of interviews with several educators and education personnel, it indicates that universities do not provide sufficient support or appreciation, lack of adequate facilities to meet the achievement of educational personnel performance, for example, limited access to international journals and articles or some do not subscribe to access to international journals Scopus, Emerald Insight, Proquest and so on. In fact, this greatly supports the improvement of the performance of Education Personnel. Employees with low commitment tend not to care about the results of their work and do not have a sense of belonging to the organization. Likewise, it is felt that excessive workload or constant pressure to achieve targets can cause work stress in Private Universities in Denpasar City, this often occurs due to academic demands that must achieve excellence and pay attention to the requirements for excellence in accreditation of the university, administrative overhead is huge while the support provided to employees is inadequate.

*Problems with Employee Wellbeing* which is felt according to the results of observations and interviews conducted with several educational staff also decreased can result in decreased employee performance, increased absenteeism, and increased errors in carrying out main tasks and job functions within the organization, delays or decreased number of structural position management carried out by several educational staff. This is a threat to the accreditation level in each Private College in Denpasar City. This results in educational staff and educators feeling dissatisfied and not prosperous, so they tend to show an attitude that is less committed to the College.

In this Industrial Revolution Era, there is a demand for a curriculum that is more relevant to the needs of the industry. Private universities need to adapt quickly to these changes, offering study programs that are in line with technological developments and job market needs. This creates competition among institutions to attract students by offering more attractive and applicable programs. Private universities in the Industrial Revolution 5.0 era are also required to establish partnerships with industry to ensure that the education provided is in accordance with the needs of the world of work. This collaboration can include internship programs, joint research, and curriculum development involving industry practitioners. In addition, in the tight competition, an effective marketing strategy becomes very important. Private universities need to utilize digital technology to promote their programs, reach prospective students through social media, and build a strong reputation in cyberspace. Educational staff are also an important factor in the competition. Private universities must invest in the professional development of lecturers and staff to ensure they have the skills needed to teach in an era of ever-evolving technology.

*Research Gap* in this study, namely because this study was motivated by the influence of organizational culture and organizational commitment applied by each workforce in the universities in the city of Denpasar. This leads to deviations in individual behavior within the organization and also because of the lack of readiness of

Human Resources / Employees in the organization to face technological advances in this digitalization era, where this is influenced by external and internal factors. The external factor is the implementation of Higher Education management based on the values of local wisdom Tri Hita Karana and the mandate of the Chancellor as a Leader in the Higher Education environment. The internal factors are job satisfaction and organizational commitment. This study aims to determine the contribution of the implementation of Private Higher Education management in the city of Denpasar based on the values of local wisdom Tri Hita Karana, principal service leadership, job satisfaction, and organizational commitment to the performance of education personnel.

The values contained in the teachings of Hinduism, one of which is to be able to live and prosper, must work well. Work can be done with other people or open your own business, tight competition between business actors can lead to bad deeds and are not in accordance with Hindu teachings. Achieving happiness and prosperity in Hindu teachings can be achieved through Tri Hita Karana, this teaching can be a guideline in forming ethics that are in accordance with dharma so that happiness and prosperity can be achieved with an increasing economy.

In the Tri Hita Karana section Human capital contains values that are found in humans themselves. Human capital has a value that can be used to fill their lives to be more comfortable. Health level is a very important human capital as a basic supporter to be able to reflect other values in achieving a successful society and individual. Hinduism through its teachings that become the beliefs of its adherents to carry out all their activities based on dharma or good deeds. These activities include activities in meeting their needs through economic activities, Hindu teachings guide us to always maintain harmony, balance, and harmony between each other. This teaching in Hinduism is related to the Tri Hita Karana Culture, this teaching teaches Hindus to always maintain harmony between the worldly and the heavenly.

Tri Hita Karana culture in the perspective of Hindu teachings is a teaching that prioritizes balance so that a harmonious relationship is created between humans and God, humans and others, and humans and the natural environment, this was stated by Adhiputra (2014). In economic activities, the Tri Hita Karana teachings can be realized by maintaining good relationships with fellow business actors, along with the competition that arises between business actors, it is possible that the competition is carried out not in accordance with dharma or good deeds. Tri Hita Karana culture teaches someone to be in harmony in maintaining good relationships, this will certainly create harmony, increase cooperation in meeting economic needs so that they can be achieved

### **Formulation of the problem**

From the results of the description of the related phenomena above, the problem can be formulated as follows:

- 1) The relevance of THK as local wisdom in higher education management
- 2) THK principles in higher education management

### **Research purposes**

From the results of the previous problem formulation, this research aims to:

- 1) To determine the relevance of the application of Tri Hita Karana values as Local Wisdom in Balinese culture in Higher Education Management.
- 2) To understand the principles of Tri Hita Karana that can be implemented in the management of Higher Education Institutions

## **II. Literature Review**

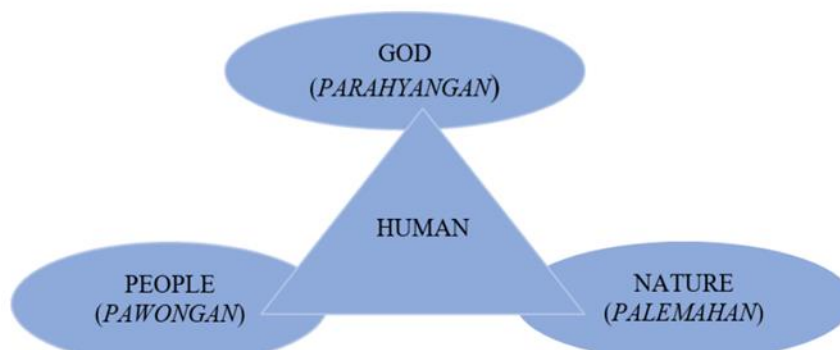
*Grand Theory* in this study is obtained from Kahn's Theory Of Personal Management discovered by Kahn (1966) who said Personal engagement is "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". This means that Personal Engagement is "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The development of this personal engagement theory was rediscovered by Schaufeli et al. (2002) who stated that Employee engagement is "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior". This means that Employee Engagement is "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on a particular object, event, individual, or behavior. This theory was further developed by Myrden and Kelloway (2015) who said that Employee engagement "represents and employee's enthusiasm, passion and commitment to their work and to the organization, the willingness to invest themselves and expand their discretionary effort to help the employer succeed". This means that Employee engagement represents an enthusiasm, passion, and commitment to their work and the organization, the willingness to the organization, the willingness to invest themselves and expand their discretionary effort to help the company succeed".

*Employee Engementis* a good tool to help every organization to gain competitive advantage over others. Human resources are one of the factors that cannot be imitated or duplicated by competitors and are considered as the most valuable asset if managed and involved well. This is emphasized by Baumruk (2004), where employee involvement is considered as the strongest factor to measure the strength of the company.

### Harmony Source Life

The concept of Tri Hita Karana, a teaching from Hinduism, serves as a philosophical foundation for religious freedom, as shown in the article and used in the creation of Awig-Awig, which reflects the implementation of the principle. In the field of land, the concept of Tri Hita Karana in Awig-Awig is closely related to the Palemahan element because all forms of village activities cannot be separated from the place/land as part of its environment. Simply put, Palemahan can be interpreted as a residential area or residence. The management and development of Palemahan refers to the guidelines contained in the Bali Provincial Regulation Bali Provincial Regulation Number 16 of 2009 concerning the Spatial Planning Plan for the Province of Bali 2009-2029. The rules governing the use and development of Palemahan apply the Tri Mandala principle, namely a zoning scheme that divides space, areas, and yards into three levels, namely Utama Mandala (main location), which is used to build a place of worship, Madya Mandala (central space) which is used to build a family home and Nista Mandala (outer area) which is usually used to make a bathroom. The entire concept of Tri Mandala is used as the basis for both customary villages in arranging land use patterns in their environment, such as selecting the location of temples, settlements, cemeteries and other public facilities. Even before this regulation was issued, the arrangement of accommodation in both customary villages had already implemented the Tri Mandala concept.

Tri Hita Karana culture is one of the teachings in Hinduism where the etymological meaning of Tri Hita Karana which comes from Sanskrit is interpreted as consisting of the words "Tri, Hita and Karana". Tri which means three, Hita which means Happy and Karana which means cause. Based on the description of the meaning of each word of Tri Hita Karana, it can be interpreted that Tri Hita Karana is three types of causes of the formation of happiness (Luh et al., 2022).



The concept of the Tri Hita Karana teachings according to Wiryawan (2024)

The three elements of Tri Hita Karana are:

- a. Parhyangan is a holy place for worship for Hindus,
- b. Palemahan means land. Palemahan refers to the land where humans live or the environment,
- c. Pawongan means human, related to everything related to the life of the Balinese people.

### Organizational Commitment

According to Yusuf & Syarif (2018) organizational commitment is one of the topics that is always a reference for both the management of an organization and researchers with special interests that focus on human behavior. According to Mardiyana et al. (2019) organizational commitment can be defined as a condition where an employee sides with a particular organization with the aim and desire to maintain their membership in the organization. Aspects of organizational commitment, including according to Yusuf and Syarif, (2018) are

- 1) Effective commitment
- 2) Continuance commitment
- 3) Normative commitment (normative commitment)

### Employee Engagement

Al-dalalmeh, Khalaf, and Obeidat (2018) explained that Employee Engagement affects the company's business performance. The successful implementation of employee engagement can increase employee productivity in the process of achieving the company's business targets. Likewise, Tenerife and Galingan (2017)

explained that employee engagement has implications for the company's business processes. The company's business processes. These dimensions consist of employee satisfaction and organizational goals. These two dimensions are believed to be able to explain how the implementation of employee engagement can increase employee productivity through what is needed to complete the work.

**Employee Wellbeing**

*Psychological Well-Being* According to Ryff (1989), psychological well-being is a continuous concept experienced by individuals about activities that occur every day in the work they are doing. Psychological well-being is characterized by low levels of anxiety when faced with situations at work (Nielsen et al., 2009). Psychological well-being also emphasizes the process of individual growth influenced by the surrounding environment to achieve a goal (Kesawa et al., 2019). Psychological well-being is able to make employees when they are at work can realize themselves and produce better work (Dagenais-Desmarais & Savoie, 2012). Ryff (1989) explains that the dimensions of psychological well-being. (1) Self-acceptance. (2) Positive relations with others (3) Autonomy (4) Environmental mastery (5) Purpose in life (6) Personal growth

**Employee performance**

According to Sinambela (Syahidan and Suryani, 2018) performance is the implementation and completion of work in accordance with responsibilities so as to achieve results as expected. Robbins (Adha et al, 2019) stated that employee performance is the amount of effort expended by an individual in devoting a certain amount of energy to work. Based on several opinions according to the experts above, it can be concluded that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Tukan, Suryani, and Mustika, 2020). According to Daniels (2016) Bernardin and Russel in Budiasa (2021) stated that to measure employee performance with several indicators, namely Quality, Quantity, Punctuality, Effectiveness, Supervision, Relations between employees

**Organisational Justice**

Organizational justice can be defined in three different dimensions: procedural justice, interactional justice and distributive justice (Adams, 1965; Leventhal, 1976). These dimensions are Procedural justice, Distributive justice, Interactional justice

**III. Research Design**

This study uses the Systematic Literature Review (SLR) method which facilitates the identification of existing literature, selection and evaluation of contributions, data analysis, synthesis, and reporting of results to draw meaningful conclusions. Although SLR is generally used in disciplines dominated by quantitative approaches, this method can be adapted for Harmony source life analysis due to the acceptance of both quantitative and qualitative methods in the field. The systematic nature of SLR requires a logical and well-planned structure, contributing to a comprehensive understanding of knowledge development through an extensive review of existing literature.(Silverman, 2017)Therefore, SLR has been widely used in accounting research.

To conduct this study, a systematic review of articles published in peer-reviewed journals indexed in Scopus was conducted. The ‘Publish or Perish’ software was used for the article search. Two key phrases, including “Harmony Source Life” and “Employee Engagement,” were used to track and ensure the alignment of the searched articles with the key areas of emphasis. These two criteria were then applied to screen and obtain relevant articles. The screening process aimed to ensure the inclusion of high-quality research for synthesis. After a comprehensive review of all available articles, a total of 26 articles published between 2013 and 2022 were systematically analyzed. The identities of these articles are presented in Table 1.

**Table 1. Article Identity**

NO.	JOURNAL NAME	TOTAL
1	International Journal Of Business Ecosystem & Strategy	1
2	International Journal Review of Management and Marketing	1
3	Journal of Administration and Management (BEJAM)	1
4	Journal of Asian Finance Economics and Business	1
5	Doctor of Administration Dissertation Lawrence Technological University College of Management	1
6	Journal of Asian Finance, Economics and Business	1
7	The International Journal of Human Resource Management	1
8	Journal Homepage Building Research & Information	3
9	Journal	1
10	International Research Journal Of Business Study	1

11	Dissertation Doctor of Administration College of Management and Technology	1
12	Elsevier Landscape and Urban Planning Journal	1
13	Ushus-Journal of Business Management	1
14	Binus Business Review	1
15	International Journal of Management and Economics	1
16	BMC Health Services Research	1
17	International Journal of Mechanical Engineering and Technology (IJMET)	1
18	PeerJ Journal	1
19	International Proceedings (ICSD) Unmas Denpasar	1
20	Journal of Physics: Conference Series	1
21	Proceedings of the International Conference On Social Studies, Globalization And Technology (ICSSGT)	1
22	European Journal of Business and Management	1
23	Cogent Social Science	1
24	International Journal of Current Science Research and Reviews	1
	Total	26

Source: processed data (2024)

To identify and analyze the data, this study used a categorization approach where data served as the unit of analysis. Categorization is a valuable technique for mapping and critically examining collected data. Various grouping classifications were explored for coding to improve the clarity of the coding analysis scheme. The scheme was then tested on a sample of articles and refined iteratively to obtain the final grouping version, as described by Massaro et al. (2016) The grouping results are presented in Table 2.

Table 2. Data Grouping

A	Types of research				
	Cluster Description: Identification of research methodology				
	Coding Categories:				
	1.Paradigm				
	A.Qualitative				
	B.Quantitative				
	C.Mixed method				
B	Research Context				
	Cluster Description: Identify the research context				
	Coding Categories:				
	2.Sector				
	A. Private Colleges				
	B. Finance				
	C. Hospitality				
	D. Health Services				
C	Theory				
	Cluster Description: Identification of research theories				
	Coding Categories:				
	3.Theory				
	a. Khan's and Katz Theory				
	b. Theory of Constructivism				
	c. Organizational Commitment				
	d. Social Cognitive Theory				
	e. Self Determination Theory				
	f. Organizational theory				
	g. Restoration Theory				
	h. Social Exchange Theory (SET)				
	i. Job-Demands Resources Theory				
	j. Mayo Human Relations Theory				
	k. Grounded Theory				
	k. Others Theory				
D	Variables				
	Cluster Description: Identification of research variable types				
	4.Variables Used				
	a. Endogenous Variables				
	b. Exogenous Variables				
	c. Mediating variables				
E.	Measurement				
	Cluster Description: Identifying Harmony Source Life measurements				
	1. A self-centrism bias, an exaggerated sense of importance given to the self, an hedonic process				
	2. Social wellbeing: social integration, social contribution, social coherence, social actualization and social acceptance				

	<p>3. Job satisfaction, positive emotions, and relational interaction</p> <p>4. Meaningfulness (work elements), safety (social elements, including management style, process, and organizational norms) and availability (individual distractions)</p> <p>5. Vigor, dedication, absorption</p> <p>6. Manager support and collaboration, organizational identification and development, and career-focused human resource (HR) practices</p> <p>7. Physical, cognitive, affective, and behavioral components</p> <p>8. Parahyangan (harmonious relationship with God), pawongan (harmonious relationship with others), and palemahan (harmonious relationship with the environment), in daily life in the community</p>				
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#### IV. Results And Discussion

Figure 1 depicts the dynamic Performance Report of published articles on the Influence of Tri Hita Karana Culture on Private Universities in Denpasar City covering the years 2012 to 2024. Notably, 2012 witnessed the emergence of this discourse with a modest number of 1 article, while 2018 and 2021 marked its peak with 5 publications each. In contrast, 2012, 2015 and 2022 experienced the lowest points, each contributing only 1 article to international publications. Despite occasional dips, the overall trend underscores the growing interest among researchers in the field of financial sustainability. The observed increase in publication rates, especially in the peak years of 2018 and 2021, suggests a field rich with research opportunities. These fluctuations not only explain the ebb and flow of scholarly output but also invite further investigation into the factors driving this evolving landscape. As the data suggests, modest numbers should not be misinterpreted as a lack of interest; Instead, they signal an area of untapped potential and call for deeper exploration in the years to come.

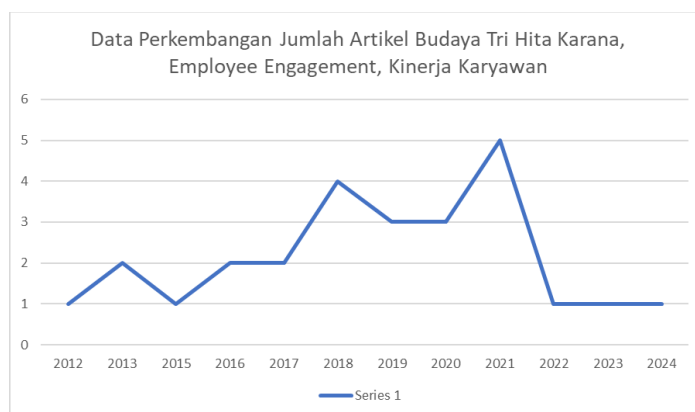


Figure 1. Development of the Number of Articles Each Year (2012-2024)

In Figure 2, a comprehensive picture of financial sustainability research emerges through the analysis of 26 carefully selected articles using the methodology outlined earlier. The figure illustrates the different paradigms used in this body of research. In particular, the dominant reliance on quantitative methodologies is evident, with 22 of the 26 selected articles adopting this approach. This underscores the prevalence of quantitative analysis as the primary tool in investigating the influence of harmony source life at higher education in Bali. In contrast, only one article each used qualitative and mixed methods, indicating the presence of fewer but still important alternative research paradigms. This breakdown offers valuable insight into the methodological landscape of financial sustainability research, which shows a clear skew towards quantitative approaches while acknowledging the importance of qualitative and mixed methods contributions in this domain.

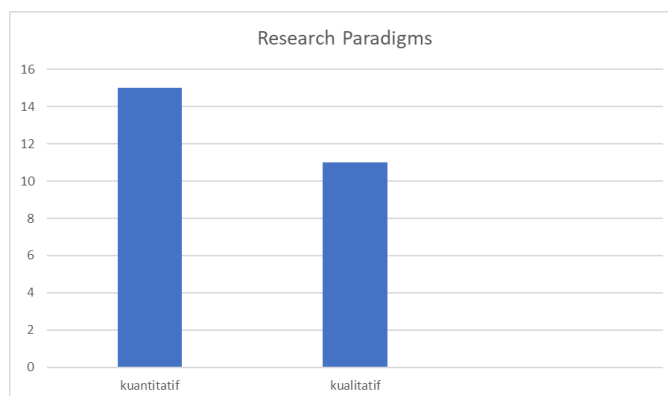


Figure 2. Research Paradigm

Table 3 explains the sectors examined in the context of the research harmony source life at higher education in Bali.

**Table 3. Research Sector**

NO	Research Sector	Total
1	Private College	7
2	Financial institutions	5
3	Health services	5
4	Hospitality	2
5	Private companies	7
	Total	26

Source: processed data (2024)

Table 3 illustrates the distribution of research attention devoted to financial sustainability across sectors. In particular, microfinance institutions emerge as a focal point of considerable research interest, with 26 articles dedicated to this sector. In contrast, the distribution of attention across other sectors is more modest, with only 7 articles focusing on Private Higher Education, 5 on Financial Institutions, 2 on Health Services, 2 on Hospitality, and 7 on Private Companies.

These findings underscore the clear emphasis on microfinance institutions in the realm of financial sustainability research. However, they also highlight a marked gap in the distribution of research attention, indicating potential avenues for future exploration. Addressing this gap requires increased scrutiny of financial sustainability issues in the private sector (both listed and privately held organizations), commercial banks, universities, and the government sector. Diversifying research efforts to cover these sectors can provide a more comprehensive understanding of financial sustainability across different organizational and institutional contexts. These insights are critical to guide future research initiatives and foster a more holistic understanding of the dynamics of financial sustainability. Table 4 below provides an overview of the number of theories used in financial sustainability research.

**Table 4. Research Theory**

NO.	Theory	Total	Percentage
1	<i>Khan's and Katz Theory</i>	3	11%
2	<i>Theory Of Constructivism</i>	2	8%
3	<i>Organizational Commitment Theory</i>	3	11%
4	<i>Social Cognitive Theory</i>	3	11%
5	<i>Self Determination Theory</i>	4	15%
6	<i>Organizational theory</i>	1	4%
7	<i>Restoration Theory</i>	2	8%
8	<i>Social Exchange Theory (SET)</i>	4	15%
9	<i>Job-Demands Resources Theory</i>	1	4%
10	<i>Mayo Human Relations Theory</i>	1	4%
11	<i>Social Wellbeing Theory</i>	1	4%
12	<i>Grounded Theory</i>	1	4%
	Total	26	100%

Source: processed data (2024)

Table 5 below presents details of the theories used in financial sustainability research.

**Table 5. Theories Used by the Author**

Theory	Writer
<i>Khan's and Katz Theory</i>	Kahn (1990, p. 694), Katz and Kahn (1966)
<i>Theory Of Constructivism</i>	eg, Delia (1977)
<i>Organizational Commitment</i>	Meyer, J. P., & Allen, N. J. (1984).
<i>Social Cognitive Theory</i>	Bandura's (1977)
<i>Self Determination Theory</i>	Ryan & Deci, (2000)
<i>Organizational Theory</i>	Watson's (1985)
<i>Restoration Theory</i>	Coombs (1995)
<i>Social Exchange Theory</i>	Richard M. Emerson (1976)
<i>Job-Demands Resources Theory</i>	Demerouti et al., (2001)
<i>Mayo Human Relations Theory</i>	James C. Dingley (1997)
<i>Social Wellbeing Theory</i>	Keyes (1998, p. 122)

Source: processed data (2024)



Table 6 provides a comprehensive overview of the measures used to determine the impact of harmony source life at higher education in Bali. The analysis revealed that the most frequently used measurements were parahyangan (harmonious relationship with God), pawongan (harmonious relationship with others), and palemahan (harmonious relationship with the environment), in daily life in the community, which appeared in 10 articles. In second place was the measurement of vigor, dedication, absorption which appeared in 6 articles.

**Table 6. Measurements Harmony Source Life At Higher Education In Bali**

No.	Measurement	Total
1	a self-centrism bias, an exaggerated sense of importance given to the self, a hedonic process	2
2	social wellbeing: social integration, social contribution, social coherence, social actualization and social acceptance.	2
3	job satisfaction, positive emotions, and relational interaction	2
4	meaningfulness (work elements), safety (social elements, including management style, process, and organizational norms) and availability (individual distractions).	2
5	vigor, dedication, absorption	6
6	manager support and collaboration, organizational identification and development, and career-focused human resource (HR) practices	1
7	physical, cognitive, affective, and behavioral components	1
8	parahyangan (harmonious relationship with God), pawongan (harmonious relationship with others), and palemahan (harmonious relationship with the environment), in daily life in the community	10

**Source: processed data (2024)**

### Implementation of THK in higher education management

The implementation of Tri Hita Karana Culture to activities and activities carried out in Higher Education based on Tri Hita Karana is an evaluation of the implementation of a harmonious relationship between humans and: a) God (parhyangan) as a religious aspect of the location and arrangement of places of worship that are adjusted to the concept of the call asta kosala kosali and tri mandala, the importance of funding sources in religious ceremonial activities, religious ceremonies are adjusted to their nature and type, and internalization of religious values needs to be done with the right method. b) Harmony with humans (pawongan) as a sociological aspect, namely revising laws (awig-awig) that are not in accordance with current conditions, the role of humanitarian activities externally is more systematic, financing the improvement of academic competence of human resources, utilization of information technology in academic services including costs, improving the quality of learning through cooperation with other institutions and improving employee and lecturer discipline and providing scholarships to students. and c) Environment (palemahan) as an ecological aspect of the need for tree planting and the implementation of yadnya ceremonies in the campus environment, having a foster village in maintaining environmental sustainability through community service programs or student practices in the field. The layout of the building cannot be arranged according to the concept of religion/culture optimally due to limited land, the importance of cooperation with the Regional Government, Traditional Villages related to the preservation of forest areas and the procurement of ceremonial trees and the Parisadha Hindu Dharma Indonesia association in the context of ceremonial plant counseling.

Based on these findings, it appears that management is based on local wisdom (culture).(local) in the case of Hindu universities in Bali Province, it appears that the management process seeks to create a harmonious higher education organization (rukun), the creation of organizational harmony if the members of the organization adhere to the values of organizational culture. This study began with the planning, implementation and evaluation process based on religious, sociological and ecological aspects, as the management of activities based on Tri Hita Karana and individuals produce organizational values.

Service awareness with the knowledge possessed, dedication, loyalty and responsibility of human resources in working will be total, in accordance with their functions and duties. basically in the organization. The situation and condition can be maintained if it can be maintained. Namely the attitude of not complaining easily at work because it is based on service values, learning values and this has an impact on professional work results. Discipline. The values of the organization will be meaningless if the human resources interacting in the organization do not have discipline, no one can obey the standard operating procedure, all according to their respective perceptions where possible only there will be order, even though what is needed in a harmonious organization is order. This order can arise if members of the organization have discipline. So it is clear that in the social environment four cultures are formed, namely: (1) Work Values, (2) Service Values, (3) Learning Values and (4) Discipline Values.

A review of 26 articles from 2012 to 2024 provides valuable insights into the current state of Tri Hita

Karana Culture in Private Higher Education Institutions in Denpasar City and its development, revealing strengths and potential areas for future exploration. Notably, the majority of studies rely on primary data sources specifically on Tri Hita Karana Culture, indicating a common analytical approach. However, a significant gap was identified in the limited use of perspectives from business practitioners, with methods such as surveys and interviews underutilized. Future analyses could benefit from incorporating these methods to gather direct insights from organizational leaders and members, thereby increasing the depth and breadth of understanding of Tri Hita Karana Culture in Private Higher Education Institutions in Denpasar City.

This review also highlights the need for research attention on Tri Hita Karana Culture to this topic, highlighting the potential for future analyses utilizing both quantitative and qualitative approaches. While there is a wealth of existing literature, there are identified gaps that require further exploration. This review highlights the use of multiple theories, with stakeholder theory being the most commonly used framework. However, the call for future research suggests opportunities to explore Tri Hita Karana Culture in Private Higher Education in Denpasar City through alternative theoretical lenses, such as Grounded Theory.

## **V. Conclusion**

This study has provided valuable insights into Harmony Source Of Life from 2012 to 2024 and has outlined key directions for future analysis. The review of existing literature reveals significant progress in understanding the concept of Tri Hita Karana Culture, while highlighting areas for further exploration. Future research efforts can broaden their focus to cover various sectors such as Private, Government, Higher Education sectors. In addition, there is a call for deeper exploration of the variables that influence Tri Hita Karana Culture and its implementation in Private Higher Education in Denpasar City.

The dominance of quantitative methods in the reviewed literature emphasizes the need for a more balanced approach that incorporates qualitative analysis, utilizing the perspectives of business practitioners. However, it is important to acknowledge the limitations of this study. The search process was limited by the choice of keywords and research sources, and future research could refine this process by using more specific keywords and accessing comprehensive digital libraries. Furthermore, the reliance on articles indexed by Scopus using a particular software may have excluded relevant research from other reputable sources. Recognizing and addressing these limitations will be critical to ensuring the robustness and inclusiveness of future research on the Tri Hita Karana Cultural Concept and its application in the city of Denpasar. The Tri Hita Karana concept is a Balinese cultural concept that focuses on three sources of happiness, namely the harmonious relationship between humans and God (Parahyangan), humans with humans (Pawongan), and humans with the environment (Palemahan). The application of this concept aims to create balance and harmony in life. The application in Higher Education which is often seen in private universities in Denpasar, the Tri Hita Karana concept is implemented in various aspects such as campus management, curriculum, relationships between academics, and campus environmental maintenance. This implementation aims to create a harmonious educational environment, improve the quality of education, and build awareness of local cultural values.

The benefits of implementing Tri Hita Karana culture in higher education include the creation of a more harmonious campus atmosphere, increasing the sense of social and environmental responsibility among students and staff, and strengthening local cultural identity. Management based on local wisdom Tri Hita Karana In achieving harmony in higher education organizations, in carrying out its management functions there are several aspects that must be implemented such as maintaining harmonious relationships with the spiritual environment (parhyangan), social environment (pawong), and surrounding environment (palemahan). The characters that emerge with the harmonization of higher education based on Tri Hita Karana The concept is the principles: 1) achieving high values of brotherhood (menyama braya), 2). Respecting each other (saling asih), 3). Loving each other (saling asah), 4). Guiding each other (saling asuh), and 5). Feeling good and bad together (paras-paros sarpanaya). With harmony based on Tri Hita Karana, organizational values such as: (1) Work Values, (2) Service Values, (3) Learning Values and (4) Discipline Values are also born. So with the character and values of the organization, the productivity and quality of the organization will be achieved.

## **VI. Suggestion**

Increasing Understanding of Local Culture, this is reflected in Universities needing to continue to increase the understanding of the academic community regarding local cultural values such as Tri Hita Karana, for example through seminars, training, and cultural activities involving all parties on campus. Integration in the Curriculum, which is seen in the Tri Hita Karana Concept, should be integrated into the education curriculum, either directly through relevant courses, or indirectly by encouraging community service activities and research related to environmental conservation and harmonious social relations. Strengthening Environmental Practices which can be seen in the ability of Private Universities to be more active in implementing sustainable practices, such as waste management, environmental conservation, and the use of renewable energy, to support the principle of Palemahan (harmonious relations with nature). Increasing Internal and External Collaboration, namely in the

spirit of Pawongan (harmonious relations between humans), universities must strengthen cooperation between academic communities and establish closer relationships with the surrounding community to support the development of a more inclusive culture and education.

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