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Determinant Sustainability Business Perspective of The *Tri Hita Karana* (THK) Concept for MSMEs in Bali

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Abstract

The purpose of this study is to determine the factors that determine business continuity (SB). What is the role of human resources who are planned, trained, and compensated to have awareness of the environment which is termed Green Human Resources Management (GHRM) capable of directing innovative ideas and behaviors called Green Innovation Work behavior (GIWB) to produce sustainability with a cultural values approach. There are indications of sustainability issues providing different understandings according to the culture adopted. The purpose of this research is to generate a business continuity model concept from the perspective of the *Tri Hita Karana* (THK) concept in Bali. THK is a concept that contains balanced values and is relevant to the concept of sustainability. The number of respondents was 109 managers of Small and Medium Enterprises (MSMEs) in the culinary field. The analysis tool uses Partial Least Square (PLS) analysis. The results showed a positive and significant effect of GHRM on GIWB and SB. The role of local cultural values contained in the THK concept did not moderate the influence of GHRM on SB. The THK concept which prioritizes balance with behavior has a positive and insignificant effect on SB. Based on the fact that SMEs in Bali have not implemented THK values in a balanced relationship to behavior. Business continuity with the THK approach implements a balanced relationship with God, with others, and with the environment, but it is not easy to implement. The role of government is needed in the form of policies and regulations.

Keywords: Green Human Resource Management (GHRM), Green Innovation (GIWB) Work Behavior, Sustainability Business (SB), *Tri Hita Karana* (THK).

1. Introduction

Business activities face various challenges to survive sustainably. Sustainable business is a comprehensive concept that concerns present and future generations based on economic, social, and environmental dimensions. Business is not solely for achieving high performance in the economic field, but concern for social and environmental issues is a very important issue. Concern for social and environmental issues is implemented by being responsible for social and environmental issues. The problem of business sustainability is also experienced by managers in managing MSMEs in Bali. Bali as a tourist destination needs the support and sustainability of MSMEs. MSMEs in the culinary field are developing very rapidly, but have not yet reflected sustainable performance. A sustainable business requires the support of human resources who are aware of environmentally friendly business practices.

HR plays a major role in implementing environmentally friendly policies and practices which are often termed Green Human Resources Management (GHRM). GHRM is a management concept that can be seen as an organization's readiness to achieve sustainability (Berber et al. 2016). Based on the research results, GHRM has a positive and significant effect on business sustainability (Purnama and Nawangsari, 2019). GHRM supports environmental performance in hospitals (Hadjri et al., 2020). GHRM also supports environmental performance in the hospitality industry (Isrososiawan et al. 2020). However, other studies have found different results. The influence of GHRM on performance from environmental aspects is positive and not significant. (Pramudita and Gunawan, 2023). This means that it is

still important to know the factors that contribute to business sustainability.

GHRM is expected to be able to direct environmentally friendly innovation behavior. Green Innovative Work Behavior (GIWB) has an impact on business sustainability. The results of the research show that innovation strategies through environmentally friendly products, processes, and services have a positive impact on the company's financial performance (Xuemei et al., 2019). GHRM has a significant and positive effect on green input, green processes, and green products (Sumiati et al. 2021). Green innovation has a significant impact on sustainable performance and green innovation partially mediates the relationship between green human resource practices and sustainable performance (Al-Shammari et al, 2022). However, employee perceptions of the compensation system are negatively related to innovative work behavior (Nehles and Veenendaal, 2019). Green innovation does not mediate the influence of GHRM on Environmental Performance (Pramudita and Gunawan, 2023). The inconsistent relationship between GHRM and GIWB to improve business sustainability shows that other factors contribute to building business sustainability.

Previous studies have examined more internal factors and found inconsistent results. A study that includes internal factors and external factors is needed to understand how a sustainable strategy can be developed, implemented, and maintained (Al-Shammari et al., 2022). Individual goals and employees' moral norms are determinants and predictors of GHRM. An evaluation is needed to find out the relationship between GHRM and sustainability (Shukla and Bankar, 2022). Other factors in shaping individual behavior apart from within the organizational environment are also determined by environmental factors outside the organization. The external environment moderates various types of green innovation on company performance (Wang and Liu, 2022). Factors outside the organization that need to be studied are individual behavior formed from the external environment.

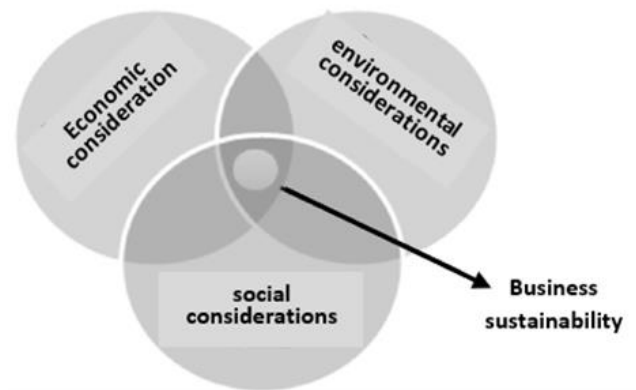
There are indications that by considering elements of local cultural values, sustainability can be increased. In this study, the determinants of business continuity are examined by incorporating THK cultural values in Bali. THK teachings emphasize three human relationships in this life, which are interconnected with one another (Suwetha, 2015), including (1) the relationship between humans and their God (*parahyangan*); (2) human relations with others (*pawongan*) and (3) human relations with the natural environment (*palemahan*). THK can increase human capital (Astuti et al, 2021). *Tri Hita Karana* culture has a positive effect on good governance (Putra et al. 2022). It is important to study business continuity from the perspective of the THK concept in Bali. THK is a concept that guides the Balinese people in living sustainability in every aspect of life. How THK concepts interact to produce business sustainability has never been studied before.

2. Theoretical Background and Hypotheses Development

2.1 Sustainability Business (SB)

Building the sustainability of a business is a comprehensive concept concerning current and future issues. Business goals are not only enjoyed by the present generation but also for generations to come. Organizations that are

oriented toward business continuity motivate their employees to jointly achieve goals based on economic, social, and environmental dimensions (Yusoff et al., 2020). Organizations that adopt sustainable practices and are aware of environmental preservation feel a responsibility to improve environmental performance. The implementation is by enriching knowledge about recycling, green products, waste management, and energy efficiency (Singh et al., 2020). Issues of sustainability and protecting the environment are taken into consideration for planning future policies and strategies. Sustainability can be described from three dimensions as follows:



Purnama and Leny, 2019.

Business sustainability indicators are measured from

1. Ecological which includes reducing environmental degradation;
2. The economy is expressed by satisfying basic human material needs by applying technology and techniques that do not damage the environment.
3. Social which assumes social minimum maintenance (eradication of hunger and poverty), health protection, development of the human spiritual environment (culture), safety, and education (Bombiak and Anna Kluska 2019).

The concept of sustainability measures organizational performance from environmental, economic, and social aspects. From the environmental aspect, it is reflected in concern for environmental preservation, from the economic aspect it is measured in financial terms such as sales, profits, and market share. From the social aspect, it is reflected in being involved in social activities, creating community economic activities, and from environmental aspects such as reducing the use of chemicals and using environmentally friendly materials.

2.2 Green Human Resource Management (GHRM) and Sustainability of Business (SB)

The theory that is widely used to describe the relationship between HR capabilities and sustainable organizational goals is the Ability Motivation Theory (Karmoker et al., 2021). The AMO theory explains that employees' abilities increase through recruitment, selection, training, and development, or employees become motivated by rewards, incentives, and compensation or opportunities given to take part in teamwork and decision-making processes. They contribute to the achievement of organizational goals. HRM practices improve organizational environmental

performance if employees are equipped with the necessary abilities, motivation, and opportunities to demonstrate pro-environmental behavior (Fawehinmi et al., 2020). Based on the AMO theory, it is predicted that organizations that value and utilize the potential of employees will eventually institutionalize sustainable human resource practices (Singh et al., 2020; Yusoff et al., 2020). GHRM does not only cover environmental awareness but also represents the social and economic well-being of both the organization and employees in a broader scope. GHRM contributes to improving environmentally friendly organizational performance. The strategy involves recruiting employees with green knowledge, motivating them through green training and incentives, and providing them with green engagement program opportunities, such as knowledge sharing and environmental problem-solving activities. Environmentally friendly HR practices are reflected in Green HR Planning (Shukla and Bankar, 2022). Based on research results, HR plays a major role in implementing GHRM policies and practices. GHRM is a management concept that can be seen as an organization's readiness to achieve sustainability (Berber et al. 2016, Purnama and Nawangsari, 2019). Green Human Resources Management supports environmental performance in hospitals (Hadjri et al., 2020). Green Human Resources Management supports the environmental performance of the Hospitality Industry (Isrososiawan et al. 2020). Based on the results of previous studies, the hypothesis can be formulated as follows:

Hypothesis 1: The effect of GHRM on SB is positive and significant

2.3 Green Human Resources Management (GHRM) and Green Innovation Work Behavior (GIWB)

Sustainable human resources are reflected in all HR practices that refer to environmentally friendly activities. employees are equipped with the skills, motivation, and opportunities needed to demonstrate pro-environmental behavior. Environmentally friendly behavior directs ideas ranging from environmentally friendly processes to products, and services. GHRM practices influence employee behavior that is environmentally friendly at work and outside in the Garment industry in India. (Karmoker et al., 2021). Based on the research results, GHRM has a significant and positive effect on green input, green processes, and green products. (Sumiati et al., 2021, Al-Shammari et al, 2022). Based on the results of this study, GHRM can direct employee behavior, so the hypothesis can be formulated as follows:

Hypothesis 2: The effect of GHRM on GIWB is positive and significant

2.4 Green Innovation Work Behavior (GIWB) and Sustainability Business (SB)

Innovation is one of the keys to success in managing a business. Innovative work behavior is a multidimensional concept that includes the initiation and implementation of new ideas, processes, products, and policies. The behavior of all employees that supports environmentally friendly ideas, processes, and services is very important to support business sustainability. Green innovation determines business sustainability. Green process innovation can improve a company's financial performance (Xuemei et al., 2019). Green green innovation is reflected in

environmentally friendly processes, environmentally friendly products, and environmentally friendly services (Wang and Liu, 2022). Ideas to understand, promote and implement environmentally friendly processes, products and services reflect green innovative work behavior. The results of the study show that the company's green innovation strategy is positively related to company performance (Wang and Liu, 2022). Green innovation has a significant impact on sustainable performance (Al-Shammari et al, 2022, Pramudita and Gunawan, 2023). Based on the results of previous research the hypothesis can be formulated as follows:

Hypothesis 3: The effect of GIWB on SB is positive and significant

2.5 Concept of THK and SB

Other factors in shaping individual behavior apart from within the organizational environment are also determined by environmental factors outside the organization. The external environment moderates various types of green innovation on company performance (Wang and Liu, 2022). The external environment referred to in this case is cultural values.

Cultural values as capital, as a process and a way of life, as elements of the central supply that provide the values of action that underlie sustainable (or unsustainable) behavior. Culture as a creative expression that provides insight into sustainability issues. The values that are maintained as the local wisdom of the Balinese people support economic sustainability in Bali (Parameswara and Wulandari, 2020). THK is a concept that is used as a guide to the character of the Balinese people in living life (Parimartha et al. 2011: 135). THK teachings emphasize three human relationships in this life, which are interconnected with one another (Suwetha, 2015), including (1) the relationship between humans and their God (*parahyangan*); (2) human relations with others (*pawongan*) and (3) human relations with the natural environment (*palemahan*). THK is defined as the three causes of happiness/welfare and prosperity in human life. The Government of the Republic of Indonesia and the United Nations World Tourism Organization (UNWATO) officially recognize the THK philosophy as a concept that can lead to sustainability (Peters and Wardana, 2014)

Hypothesis 4: The values contained in the THK concept moderate the influence of GHRM on SB.

3. Methodology

3.1. Operational Measures

Environmentally friendly HR practices are reflected in Green HR Planning; The number and types of employees are planned to be willing to carry out environmentally friendly organizational activities. (Shukla and Bankar, 2022), Green Recruitment and Selection: recruiting employees who have awareness and knowledge of the environment., Green Training: conducting training and developing and increasing environmental awareness, Green Compensation: financial or non-financial rewards/incentives through recognition such as special holidays, benefits for family or other awards for achievements (Hadjri et al., 2020). Ideas to understand, promote and implement environmentally friendly processes, products and services reflect green innovative work behavior. This is reflected in environmentally friendly processes, environmentally friendly products, and

environmentally friendly services (Wang and Liu, 2022). Business sustainability indicators are measured from 1) Ecological aspects which include reducing environmental degradation such as using recyclable materials/materials, reducing the disposal of wastewater and chemical pollutants, and reducing the consumption of hazardous/toxic materials, 2) economic aspects such as sales, profits, market share) Social is reflected in involvement in social activities, and developing people's economic businesses. (Bombiak and -Kluska 2019).

THK teachings emphasize three human relationships in this life, which are interconnected with one another (Suwetha, 2015), including (1) the human relationship with God (*parahyangan*) such as having a strong belief in God, committing to behavior that does not violate established norms. do good, carry out all good deeds; (2) human relations with others (*pawongan*): maintaining harmonious relations among human beings through the implementation of joint activities and (3) human relations with the natural environment (*palemahan*): maintaining harmonious relations with nature and the environment through environmental preservation.

3.2. Sample and Sampling Technique

The research population is SMEs in Denpasar engaged in the culinary field. The total population in 2021 is 8,712 units. The number of samples is 109 people. The sampling technique uses non-probability purposive judgment sampling, in which the sample is limited to the manager level. The instrument used in data collection is a questionnaire. The research population is SMEs in Denpasar engaged in the culinary field. The total population in 2021 is 8,712 units. The number of samples is 109 people.

3.3. Data Analysis Approach

This study uses descriptive and inferential statistics. Inferential statistics uses Partial Least Square to analyze data and test hypotheses

4. Results

4.1 Sample Characteristics

Respondent characteristics are shown based on gender, education, and years of service, shown in Table 1.

Table 1: Respondent Characteristics.

No	Characteristic	Frequency	Percentage / %
1	Gender		
	Male	72	68
	Female	37	32
2	Age/ Year		
	21-30	30	33
	31-40	32	33
	> 40	47	34
3	Education		
	Secondary education	38	20
	Diplomas	28	31
	Undergraduate	39	49
4	Working Period/Year		
	0-1	10	4
	1-5	33	33
	5-10	46	40
	>10	21	23

Source: Processed Data, 2023.

4.2 Analysis of Measurement Model

A measurement can be said to be reliable, if the composite reliability and Cronbach alpha have a value greater than 0.70, the results of the analysis show above 0.7. All indicators that make up the research construct have an outer loading value greater than 0.50 and are statistically significant at the 0.05 level so that all indicators are declared valid and reliable and meet the requirements to proceed to the next calculation process. The calculation results can be seen in the following table 2:

Table 2: Construct Reliability and Validity.

Variables	Item	Outer Loading	Validity < 0,50	C A	CR	Reliability < 0,70
<i>GHRM</i>				0,844	0,895	reliable
	X1 - GHRM	0,775	valid			
	X2 - GHRM	0,837	valid			
	X3 - GHRM	0,864	valid			
	X4 - GHRM	0,822	valid			
<i>GIWB</i>				0,890	0,910	reliable
	Y1.1 _GIWB	0,606	valid			
	Y1.2 _GIWB	0,580	valid			
	Y1.3 _GIWB	0,780	valid			
	Y1.4 _GIWB	0,812	valid			
	Y1.5 _GIWB	0,877	valid			
	Y1.6 _GIWB	0,750	valid			
	Y1.7 _GIWB	0,697	valid			
	Y1.8 _GIWB	0,704	valid			
	Y1.9 _GIWB	0,801	valid			
<i>SB</i>				0,779	0,839	reliable
	Y2.1 _SB	0,874	valid			
	Y2.2 _SB	0,884	valid			
	Y2.3 _SB	0,754	valid			
	Y2.5 _SB	0, 511	valid			
	Y2.6 _SB	0,595	valid			
	Y2.7 _SB	0,573	valid			
	Y2.8 _SB	0,686	valid			
<i>THK</i>				0,816	0,878	reliabel

<i>Moderasi</i>	M1_THK	0,757	valid			
	M2_THK	0,924	valid			
	M3_THK	0,710	valid			
	M4_THK	0,808	valid			

Source: Processed Data, 2023.

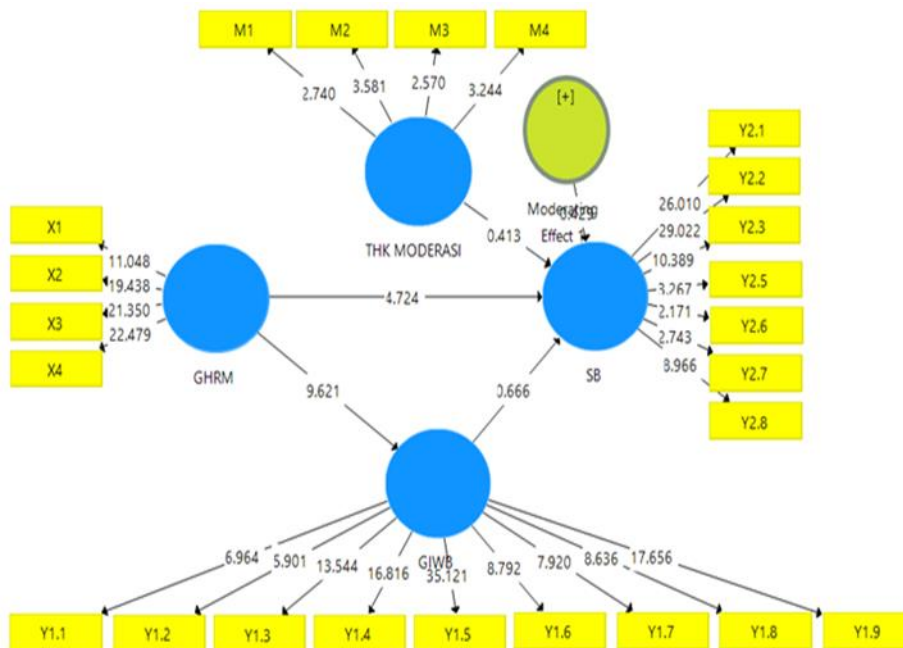
4.3 Evaluation of The Structural Model (Inner Model)

Evaluation of the structural model (Structural Model) of the inner model is a measurement to evaluate the level of accuracy (fit) of the model in the research as a whole, which is formed through several variables along with their indicators. The evaluation of this structural model will be carried out through several approaches including Structural Model Evaluation Through R-Square (R^2), Q-Square Predictive Relevance (Q^2), and Goodness of Fit (GoF). The GIWB R-Square value of 0.397 is included in the moderate model criteria, meaning that the GHRM construct can explain the GIWB variation of 39.70 percent, while the remaining 60.30 percent is explained by variations in other variables outside the research model. Whereas SB has an R-Square index value of 0.419 which is also a moderate model, meaning that GHRM and GIWB can explain 41.90 percent of SB variation while the remaining 58.10 percent

is influenced by other constructs not analyzed in the estimation model. The calculation results produce a Q^2 GIWB value = 0.186 which is included in the moderate model criteria. Likewise, the SB construct Q^2 index of 0.159 is also included in the moderate model criteria. This means that the estimation model built in this study has a fairly high level of prediction accuracy. The goodness of Fit (GoF) According to Akter et al (2011) suggests a cut-off value of 0.36. The GoF formula is $= \sqrt{R^2 \times AVE} = \sqrt{0.408 \times 0.578} = 0.486$ These results indicate that the model built is large, meaning that the model meets the requirements as a fit model.

4.4 Results of Hypothesis Testing The Relationship Between Variables

Based on the results of the data analysis, the relationship between variables shows the following:



Source: Results of Data Analysis.

Based on the results of the analysis of hypothesis testing the relationship between variables shows Tabel 3, the

following:

Table 3: The results of the Sustainability Business hypothesis test from the THK perspective.

	Coefficient	T statistic	P.Value	Information
GHRM -> GIWB	0,630	9.621	0,000	significant
GHRM -> SB	0,582	4.724	0,000	Significant
GIWB -> SB	0,094	0,666	0,506	No significant
THK -> SB	0,037	0,429	0,680	no significant
THK MODERASI -> SB	-0,044	0,413	0,666	no Significant

Source: Processed Data, 2023.

GHRM has a positive effect of 0.630 and is significant at the 0.05 level on GIWB, meaning that with increasing GHRM the GIWB is also increasing. increases. GIWB has

a positive effect of 0.094 but is not significant at the 0.05 level on SB. This means that increasing GIWB will not necessarily increase SB. THK did not moderate the

relationship between GHRM and SB. This can be seen from the value of the moderating effect coefficient of THK on SB which is negative of -0.044 and the relationship is not significant at the 0.05 level.

5. Discussion

The effect of GHRM on SB is positive and significant. This means that the better the planning of the number and type of employees to be willing to carry out environmentally friendly organizational activities, recruit employees who have awareness and knowledge of the environment, conduct training and development as well as increase environmental awareness, provide financial or non-financial rewards/incentives through recognition such as special holidays, benefits for family or other rewards for achievement then performance from financial, environmental aspects, and concern for social problems is increasing. Compensation by taking into account the benefits for the family and special holidays is needed in Bali. Employees who are aware of environmental preservation and social issues are more easily directed to achieve sustainability. The results of this study support previous research on GHRM showing organizations preparing for business continuity (Berber et al. 2016, Purnama and Nawangsari, 2019). GHRM contributes to improving the performance of both the industrial and hospitality environments (Hadjri et al., 2020; Isrososiawan et al. 2020).

The effect of GHRM on GIWB is positive and significant. This means that employees who are aware of environmental preservation will have environmentally friendly ideas and behaviors that are embodied in innovation. Environmentally friendly innovation is reflected by planning processes, products, and services that care about environmental preservation. GHRM has a significant and positive effect on green input, green processes, and green products (Xuemei et al., 2019, Sumiati et al. 2021). Green human resource practices contribute to green innovation (Al-Shammari et al, 2022). However, GIWB in this study had no significant effect on SB. An insignificant relationship can be caused by MSME managers in Bali not having a high awareness of preserving the environment. Based on the facts from the respondents' answers, the type of employee has not been planned to be willing to carry out organizational activities that are environmentally friendly, reduce environmental pollution, and maintain harmonious relations with nature. MSMEs tend to prioritize achieving performance from the financial aspect. Based on the results of the analysis, it shows that THK does not moderate the effect of GHRM on SB. There are indications that MSME actors have not consistently implemented the values in the THK concept. The THK concept contains elements of balance and relationships that are embodied in behavior. The implementation of a balanced behavior has not been implemented consistently in running the business at MSMEs in Bali. In this study, external factors in the form of local cultural values have a positive effect on sustainability but do not moderate the effect of GHRM on business continuity. This means that other factors need to be considered in improving business sustainability.

6. Theoretical Implications

The results of this study are following the AMO theory (Karmoker et al., 2021) that organizations take advantage

of the potential of employees to achieve business sustainability. Environmentally friendly HR practice strategies for planning, training, and providing compensation motivate employees to do things that are beneficial to themselves and the company. Internal factors that contribute to sustainability are GHRM and GIWB. Apart from internal factors, external factors also contribute to business sustainability. The findings in this study are external factors in the form of local Balinese cultural values contained in the THK concept which have a positive effect on sustainability. External factors are complex, so they need to be considered in addition to local cultural values.

7. Managerial Implications.

Business sustainability can be realized with an environmentally friendly strategy. The implication is planning, training, and developing employees to have awareness of economic, social, and environmental issues. Compensation is given to employees by taking into account economic, and social needs and activities related to protecting the environment. For managers, especially MSMEs in Bali, to increase sustainability by implementing the values in the THK concept. The concept of THK contains the meaning of balance with behavior. Balanced behavior in relationship with God, with others, and with the environment increases sustainability.

8. Conclusion

Business continuity can be realized through GHRM, and GIWB without ignoring external factors. The results showed a positive and significant effect of GHRM on GIWB and SB. The role of local cultural values contained in the THK concept did not moderate the influence of GHRM on SB. The THK concept which prioritizes balance with behavior has a positive and insignificant effect on SB. Business continuity through a values approach to the THK concept is implemented prioritizing a balanced relationship into behavior. A balanced relationship with God, with others, and with the environment is not easy to implement. External factors are complex apart from cultural values in society, it is also important to consider other factors. Another factor that needs to be considered is government intervention in the form of policies and regulations.

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