

UNDERGRADUATE THESIS

**THE IMPLEMENTATION OF TRI HITA KARANA IN SUPPORTING
THE CREATION OF HEALTHY ORGANIZATION
AT MAYA UBUD RESORT AND SPA**



POLITEKNIK NEGERI BALI

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**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2023**

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This undergraduate thesis is submitted as one of the requirements to earn
Applied Bachelor's Degree in Tourism Management Study Program
in Politeknik Negeri Bali



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This Undergraduate Thesis has been approved by the Supervisors and the Head of Tourism Department of Politeknik Negeri Bali on Wednesday, July 26th, 2023

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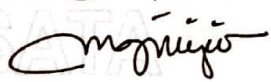
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which content is my own work, thereby free from plagiarism. Being stated, I am ready to bear the risk or any sanctions imposed on me by the following regulation.

Badung, July 9th, 2023

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Praise the writers to the presence of God Almighty because of His grace the writers were able to complete the thesis entitled “The Implementation of Tri Hita Karana in Supporting the Creation of Healthy Organization at Maya Ubud Resort and Spa”. The purpose of this thesis composed is to fulfill one of the requirements by students to achieve an applied bachelor’s degree in Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali.

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Writer

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

Ni Komang Ayu Pratiwi

ABSTRACT

Pratiwi, Ni Komang Ayu. (2023). *The Implementation of Tri Hita Karana in Supporting the Creation of Healthy Organization at Maya Ubud Resort and Spa*. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor I: Dra. Ni Nyoman Triyuni, MM and Supervisor II: I Nyoman Rajin Aryana, S.Pd. M.Hum

Key words: Human resources, *Tri Hita Karana*, Tourism, Sustainability, and Organization

Human resources are the most essential resource in an organization as they play a crucial role in driving other resources toward achieving the organization's goals. This research aims to analyze in-depth how *Tri Hita Karana* can assist in creating a healthy organization, specifically a hotel as it operates in the service sector that requires optimal human resources. This research utilizes a qualitative approach with data analysis techniques proposed by Miles & Huberman. In this study, data is collected through observation, documentation, and interviews. The informants in this research include department heads and employees who have been working for more than 5 or 6 years; thus, having a deep understanding of the company's policies. The implementation of *Tri Hita Karana* at Maya Ubud is already good and supports the creation of a healthy organization through its continuous and balanced application. It provides a perspective that encompasses spirituality, humanity, and living in harmony with the environment, thus fostering harmony across all aspects, including sustainable business practices and a healthy organization. The implementation of *Tri Hita Karana* in supporting the creation of healthy organizations is undoubtedly beneficial for organizations in Bali, especially in the tourism sector. *Tri Hita Karana* is a Hindu teaching in Bali that is also regulated in local regulations, believed to create harmony in life, particularly in companies in the hospitality industry that rely heavily on human resources. Research on efforts to create a healthy organization using local wisdom is still scarce, especially in 5-star hotels. This study also provides education on the importance of preserving local wisdom in the modern era, as it contributes to the creation of harmony and is closely related to sustainable tourism and the current trend of green tourism.

ABSTRAK

Prartiwi, Ni Komang Ayu. (2023). *Implementasi Tri Hita Karana dalam Mendukung Terciptanya Organisasi yang Sehat di Maya Ubud Resort and Spa*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi isi telah disetujui dan diperiksa oleh Pembimbing I: Dra. Ni Nyoman Troyuni, MM dan Pembimbing II: I Nyoman Rajin Aryana, S.Pd., M.Hum

Kata kunci: Sumber Daya Manusia, Tri Hita Karana, Pariwisata, Keberlanjutan, Organisasi

Sumber daya manusia merupakan sumber daya paling utama dalam sebuah organisasi karena mereka memainkan peran yang sangat penting dalam mengarahkan sumber daya lain untuk mencapai tujuan organisasi. Penelitian ini bertujuan untuk menganalisis secara mendalam bagaimana Tri Hita Karana dapat membantu menciptakan organisasi yang sehat, khususnya hotel karena beroperasi di sektor jasa yang membutuhkan sumber daya manusia yang optimal. Penelitian ini menggunakan pendekatan kualitatif dengan teknik analisis data yang diusulkan oleh Miles & Huberman. Dalam penelitian ini, data dikumpulkan melalui observasi, dokumentasi, dan wawancara. Informan dalam penelitian ini meliputi kepala departemen dan karyawan yang telah bekerja selama lebih dari 5 atau 6 tahun, sehingga memiliki pemahaman yang mendalam tentang kebijakan perusahaan. Implementasi Tri Hita Karana di Maya Ubud sudah baik dan mendukung penciptaan organisasi yang sehat melalui penerapannya yang terus-menerus dan seimbang. Hal ini memberikan perspektif yang mencakup spiritualitas, kemanusiaan, dan kehidupan yang harmonis dengan lingkungan, sehingga mendorong keharmonisan di semua aspek, termasuk praktik bisnis yang berkelanjutan dan organisasi yang sehat. Implementasi Tri Hita Karana dalam mendukung penciptaan organisasi yang sehat tentunya bermanfaat bagi organisasi di Bali, terutama di sektor pariwisata. Tri Hita Karana adalah ajaran Hindu di Bali yang juga diatur dalam peraturan daerah, yang diyakini dapat menciptakan harmoni dalam kehidupan, khususnya dalam perusahaan-perusahaan di industri perhotelan yang sangat mengandalkan sumber daya manusia. Penelitian tentang upaya menciptakan organisasi yang sehat menggunakan kearifan lokal masih jarang, terutama di hotel bintang 5. Studi ini juga memberikan edukasi tentang pentingnya melestarikan kearifan lokal di era modern, karena berkontribusi pada penciptaan harmoni dan erat kaitannya dengan pariwisata berkelanjutan dan tren pariwisata ramah lingkungan saat ini.

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CHAPTER I

INTRODUCTION

1.1 Research Background

The development of tourism has an impact on the economic growth and income of the local government in Bali (Yoga & Yasa, 2017). This condition certainly also affects the operational activities of every business engaged in the tourism industry. Therefore, the absorption of human resources, economic conditions, and also the environment are greatly influenced.

Human resources are the most important resource in a company because they act as a driver for other resources, therefore the quality of employees is important (Ardian, 2019). A company often fails in achieving goals because of the management of incompatible human resources so the quality of the produced human resources is also not as good as it needs. Companies must focus on meeting the needs of employees because that is one of the reasons why someone finds a job. Each individual certainly has different needs depending on conditions and level of satisfaction (Putri et al., 2022).

Based on Maslow's theory about the Hierarchy of Needs, humans have five different levels of life needs starting from the level of basic, psychological needs to the needs of self-fulfillment. The higher the level of needs that can be met, the higher the level of happiness felt (Maslow, 2018). A company or organization consists of many people who have different thoughts and needs that can trigger conflict or problems which inhibit the realization of the goals in the organization so

that human resources management is needed following the organizational environment (Suryani & Yoga, 2018).

Indonesia is known for having a diversity of cultures, traditions, and religions which will affect the way people behave and communicate (Rizak, 2018). Bali is an island that still highly values culture and local wisdom (Subagia, 2016). One of the famous local wisdoms that is still applied until now in Bali is the *Tri Hita Karana* philosophy. The philosophy teaches about three harmonious relationships that create balance in life (Pranata et al., 2017). Concerning organizational culture, *Parhyangan*, *Pawongan*, and *Palemahan* are believed to be able to influence a person's level of moral reasoning so that they tend to work honestly, respect colleagues, and be responsible (Wahyuni et al., 2021). Changes in employee behavior in a more positive direction and improving the quality of employees will certainly be able to create a healthy organizational culture as well as reach the company vision.

The implementation of *Tri Hita Karana* has been widely adapted by hotels and resorts in Bali as Maya Ubud Resort and Spa. Maya Ubud Resort and Spa is very concerned with implementing *Tri Hita Karana* proved by the THK award in 2011, through the mission to maintain standards in the eco-friendly tourism industry through highly dedicated employees that can be reached through a healthy organizational culture. Therefore, the writer is very interested in discussing more deeply the implementation of *Tri Hita Karana* through the thesis entitled "The Implementation of *Tri Hita Karana* in Supporting the Creation of Healthy Organization at Maya Ubud Resort and Spa".

1.2 Problem Identification

1. How is the implementation of *Tri Hita Karana* at Maya Ubud Resort and Spa?
2. How is *Tri Hita Karana* support the creation of a healthy organization at Maya Ubud Resort and Spa?

1.3 Purposes of the Research

1. To analyze the implementation of *Tri Hita Karana* at Maya Ubud Resort and Spa.
2. To analyze how can *Tri Hita Karana* support the creation of a healthy organization at Maya Ubud Resort and Spa.

1.4 Significances of the Research

This research is expected to provide benefits to various parties both theoretically and practically. The benefits that will be obtained from this research are as follows:

1. Theoretical Benefits

Theoretically, this research is expected to provide additional information to support other research, add to the bibliography in the academic environment, and input for those who read. In addition, the results of this research are expected to provide additional knowledge about the implementation of *Tri Hita Karana* to support the creation of a healthy organization.

2. Practical Benefits

- a. Benefits for Maya Ubud Resort and Spa

This research is expected to support the implementation of *Tri Hita Karana* at Maya Ubud Resort and Spa to create a healthy organization.

b. Benefits for Politeknik Negeri Bali

This research is expected to provide additional information that can be conveyed to the next student regarding the implementation of local wisdom in the tourism industry, especially hotels to create a healthy organization and can be applied at the Politeknik Negeri Bali.

c. Benefits for Students

This research hoped to enlarge skills and knowledge about *Tri Hita Karana* at the hotel.

1.5 Limitations and Scope of Research

This research will study the implementation of *Tri Hita Karana* in supporting the creation of a healthy organization at Maya Ubud Resort and Spa in Ubud, Bali, Indonesia. The research will involve the staff and management of Maya Ubud Resort and Spa. The independent variable to be examined is the implementation of *Tri Hita Karana*, while the dependent variable is organizational health. The research will use a qualitative approach with data collection methods such as interviews and participatory observation. The time frame of the study will be determined. The conceptual limitation of this research is not including other factors that may influence organizational health beyond the implementation of *Tri Hita Karana*.

CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the explanation provided in sections 4.2.1 and 4.2.2, several conclusions can be drawn:

The implementation of *Tri Hita Karana* at Maya Ubud Resort and Spa is very good. This is evidenced by observations, documentation, and interviews with informants who stated that Maya Ubud Resort and Spa deserves the highest award from the *Tri Hita Karana* award, which is the Emerald award. Many efforts have been made by the management to ensure that employees can also contribute to the implementation of this concept, one of which is by using fingerprint machines as a substitute for attendance sheets as shown in Figure 4.6 on the right. In addition, efforts to create a healthy organization are also carried out by the management through regulations that have been established and approved by the management and employees for the common welfare. Until now, Maya Ubud Resort and Spa employs 279 employees who on average have worked for more than 12 years and remain loyal with good performance. This shows that Maya Ubud Resort and Spa can maintain valuable assets, namely employees, for sustainability. *Tri Hita Karana* is a unity that cannot be separated to create harmony in life. *Tri Hita Karana* is a teaching of Hinduism, but the concepts taught should be understood by every religious believer in the world.

Parahyangan may not directly have an impact on creating a healthy organization, but all informants agree that remembering and praying to God before starting work can make them feel calmer and will affect their focus. *Pawongan* is a variable in which all of its indicators support the creation of a healthy organization, this is due to every indicator contained in a healthy organization being related to human behavior, interactions, and activities. *Palemahan* is an indicator that complements so that an organization can be said to be healthy because it teaches life in harmony with the surrounding nature. As humans, if we obtain tranquility in life, we can carry out other tasks better, such as interacting, communicating, working, vacationing, and all activities that we will do. A healthy environment will also provide comfort, good and cool air quality, fresh fragrances, and protection from excessive heat and heavy rain. Therefore, the three variables in *Tri Hita Karana* must be applied in balance to achieve harmony

5.2 Suggestion

Based on the explanations and results obtained from data processing, there are several suggestions that the writer can provide for the industry and future research, as follows:

1. The suggestion for Maya Ubud Resort and Spa:

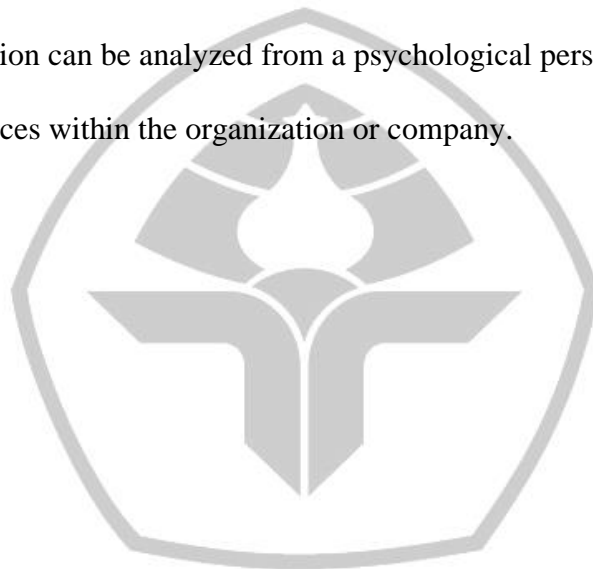
The suggestion that can be given to Maya Ubud Resort and Spa is to carry out more effective training on *Tri Hita Karana* now. It cannot be avoided that there will be employee regeneration, changes in times, trends, and so on related to the implementation of *Tri Hita Karana*. Training does not have to be conducted at one time covering all three components, but it can be done every two weeks or once a

month, such as planting rare trees, training to improve communication skills and cooperation, training on traditions and spirituality in the workplace or any other training that related to *Tri Hita Karana* as an introduction or refreshment training. Furthermore, in the implementation of the Parhyangan section, Maya Ubud should also provide a place for people of other religions besides Hinduism to perform their worship, even though the number of non-Hindu employees is less than 3 percent. This will further strengthen the implementation of Parahyangan considering that the concept of Tri Hita Karana is to maintain harmony with the people around us, including those of different religions. Fulfilling the needs of employees to practice their faith is a company's obligation regardless of religion, so providing suitable places such as a prayer room or a dedicated space for worship is something that will enhance the harmony among fellow human beings within the organization.

2. Suggestions for the future research

The main reason for choosing this location and topic is because the hospitality industry, particularly hotels, requires a significant number of human resources. Humans are unique beings with different perspectives, abilities, and experiences, but they must come together within an organization to achieve common goals, which always require adaptation. The current implementation of local wisdom in Bali, particularly the *Tri Hita Karana* concept related to harmony, is still very well-practiced. The researcher found that *Tri Hita Karana* indeed has a significant effect on individuals' abilities to understand differences and achieve harmony. This study will have a greater impact on society and organizational companies if future research is conducted in other sectors of the industry or a broader sector. Although

Parahyangan, which pertains to an individual's faith, is the most difficult aspect to describe, as long as someone believes in a power greater than their human capabilities, this aspect can still be examined even in modern societies where religion may not be considered the most crucial matter. The writer suggests that in future research, a combination of qualitative and quantitative methods can be employed to comprehensively analyze the implementation of *Tri Hita Karana* about a healthy organization. Additionally, the writer hopes that the variable of a healthy organization can be analyzed from a psychological perspective concerning the human resources within the organization or company.



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