

INTEGRATING TRI HITA KARANA INTO STRATEGIC MANAGEMENT PRACTICES: A SUSTAINABLE LEADERSHIP FRAMEWORK FROM HINDU PHILOSOPHY

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Abstract

The growing demand for sustainable and ethical leadership has challenged the dominance of Western-centric strategic management paradigms. While existing sustainability frameworks emphasize environmental, social, and governance (ESG) principles, limited attention has been given to indigenous philosophical foundations that integrate spirituality and strategic decision-making. This study proposes a sustainable leadership framework derived from Tri Hita Karana (THK), a Hindu philosophical concept emphasizing harmony between human beings and God (Parahyangan), among humans (Pawongan), and between humans and nature (Palemahan). Using a qualitative conceptual approach supported by an integrative literature review, this paper develops a theoretical model that aligns THK principles with strategic management dimensions, including vision formulation, stakeholder management, organizational culture, and sustainable performance. The findings suggest that THK offers a holistic paradigm that integrates spiritual accountability, social responsibility, and ecological sustainability into strategic leadership practices. This study contributes theoretically by expanding the discourse on non-Western management philosophy and offers practical implications for organizations seeking culturally grounded sustainable strategies. The proposed framework provides a foundation for future empirical validation across diverse institutional contexts.

Keywords : Tri Hita Karana, Sustainable Leadership, Strategic Management, Hindu Philosophy, Indigenous Management Theory

INTRODUCTION

The contemporary business environment is increasingly characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), compelling organizations to rethink traditional approaches to strategic management. Rapid technological disruption, geopolitical instability, climate change, and shifting stakeholder expectations have intensified pressures on organizations to pursue not only competitiveness but also long-term sustainability. While conventional strategic management theories—rooted predominantly in Western rational-economic paradigms—have emphasized competitive advantage, market positioning, and profit maximization, such approaches are often grounded in instrumental logic that prioritizes shareholder value above broader societal concerns.

However, a series of global crises, including environmental degradation, corporate ethical scandals, widening social inequality, and declining public trust in institutions, have revealed fundamental limitations of purely profit-driven models. These challenges call for a paradigm shift toward leadership approaches that integrate ethical responsibility, social inclusivity, and ecological stewardship into core strategic processes rather than treating them as peripheral commitments. As a result, sustainable leadership has emerged as an evolving field that seeks to align long-term economic performance with social justice and environmental sustainability.

Despite its growing prominence, much of the sustainable leadership literature remains conceptually anchored in Western philosophical traditions, such as utilitarian ethics, stakeholder theory, and corporate governance models derived from Anglo-American contexts. While these frameworks have contributed significantly to management scholarship, they often lack a deeper metaphysical or spiritual foundation that situates organizational activity within a broader moral and existential purpose. Consequently, there remains a significant research gap in exploring Eastern and indigenous philosophies as foundational paradigms capable of offering holistic and integrative perspectives on strategic management.

One such philosophical framework is *Tri Hita Karana* (THK), a Hindu doctrine originating from Balinese tradition that articulates a holistic worldview centered on harmonious and interdependent relationships. THK posits that sustainable well-being arises from the balanced integration of three dimensions:

- Parahyangan – harmony between humans and the Divine, reflecting spiritual accountability and transcendental consciousness;
- Pawongan – harmony among human beings, emphasizing social cohesion, mutual respect, and collective responsibility;
- Palemahan – harmony between humans and the natural environment, underscoring ecological balance and environmental stewardship.

Unlike many contemporary sustainability frameworks that treat economic, social, and environmental factors as separate performance indicators, THK presents an ontological unity in which spirituality forms the ethical core guiding human interaction and environmental engagement. This integrative orientation positions moral consciousness not merely as compliance or governance mechanism, but as the foundational driver of strategic intention and organizational purpose.

Drawing upon this philosophical foundation, the present study aims to develop a sustainable leadership framework that integrates THK into strategic management practices. By bridging Hindu philosophical principles with contemporary management constructs—such as vision formulation, stakeholder engagement, organizational culture, and sustainable performance—the study seeks to expand the epistemological boundaries of strategic management theory. Specifically, it aspires to reposition leadership not solely as a function of competitive positioning, but as a moral-spiritual endeavor oriented toward long-term harmony and collective flourishing.

Research Objectives

1. To conceptualize Tri Hita Karana within the framework of contemporary strategic management theory, identifying points of convergence and theoretical extension.
2. To develop a sustainable leadership model grounded in Hindu philosophy, integrating spiritual, social, and ecological dimensions into strategic processes.

3. To articulate the theoretical contributions of THK to global management discourse, particularly in advancing indigenous and non-Western perspectives within mainstream strategic management scholarship.

By addressing these objectives, this study contributes to the ongoing transformation of management studies toward a more pluralistic, culturally inclusive, and ethically grounded discipline. Furthermore, it establishes a conceptual foundation for future empirical research that may test the applicability of THK-based leadership across diverse organizational and cross-cultural contexts.

LITERATURE REVIEW

The contemporary business environment is increasingly characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), requiring organizations to transcend conventional managerial logic and adopt strategic orientations that ensure long-term resilience and sustainability. Technological disruption, global pandemics, ecological crises, and socio-political instability have fundamentally altered the landscape in which organizations operate. Under such conditions, strategies that focus solely on short-term profitability and competitive positioning are no longer sufficient to guarantee institutional survival or legitimacy.

Traditional strategic management theories—largely shaped by Western rational-economic paradigms—have historically emphasized market competition, resource optimization, and shareholder wealth maximization. Foundational perspectives such as the resource-based view, industrial organization economics, and competitive positioning theory have significantly advanced managerial practice. However, these frameworks often operate within a secular-materialist ontology, where economic performance constitutes the ultimate measure of organizational success. Ethical responsibility and environmental concern are frequently framed as strategic instruments rather than intrinsic moral imperatives.

The recurrence of global financial crises, corporate governance scandals, environmental destruction, and widening socio-economic inequality has exposed the fragility of profit-centered paradigms. Increasingly, organizations are confronted not only with economic pressures but also with moral expectations from stakeholders who demand transparency, fairness, and ecological responsibility. In response, sustainable leadership has emerged as a transformative approach that integrates economic performance with social equity and environmental stewardship. Sustainable leadership emphasizes long-term value creation, stakeholder inclusivity, and intergenerational responsibility.

Nevertheless, a critical examination of the sustainable leadership literature reveals that its normative foundations remain predominantly Western. Concepts such as stakeholder theory, corporate social responsibility (CSR), and the triple bottom line have enriched managerial discourse, yet they often remain embedded within instrumental rationality and regulatory compliance frameworks. Spirituality, transcendence, and metaphysical accountability are rarely treated as foundational dimensions of strategy formation. This reflects a broader epistemological imbalance in management studies, where non-Western philosophical traditions remain underrepresented or marginalized.

In recent years, scholars have increasingly called for the decolonization and pluralization of management knowledge by incorporating indigenous and Eastern philosophical perspectives. Such approaches offer alternative ontologies and ethical foundations that can enrich contemporary strategic thought. Within this context, *Tri Hita*

Karana (THK), a Hindu philosophical doctrine rooted in Balinese tradition, presents a compelling framework for rethinking sustainable leadership.

Tri Hita Karana articulates a holistic worldview centered on the harmonious integration of three interdependent relationships:

- Parahyangan – harmony between humans and the Divine, representing spiritual consciousness, moral accountability, and transcendental orientation;
- Pawongan – harmony among human beings, reflecting social solidarity, justice, empathy, and collective well-being;
- Palemahan – harmony between humans and the natural environment, emphasizing ecological balance and responsible stewardship of natural resources.

Unlike contemporary sustainability frameworks that compartmentalize economic, social, and environmental dimensions into measurable indicators, THK embodies an ontological unity in which spirituality constitutes the ethical core of human action. In this perspective, organizational strategy is not merely a rational calculation of competitive advantage but a moral endeavor embedded within cosmic, social, and ecological relationships. Spiritual accountability (*Parahyangan*) shapes leadership intention; social harmony (*Pawongan*) guides stakeholder engagement and organizational culture; and ecological balance (*Palemahan*) directs sustainable operational practices.

Integrating THK into strategic management thus represents more than a cultural adaptation—it signifies a paradigmatic expansion of management theory. It redefines leadership as a moral-spiritual responsibility oriented toward harmonious coexistence rather than domination or extraction. This philosophical grounding provides a deeper normative foundation for sustainability, positioning ethical conduct not as an external obligation but as an intrinsic dimension of organizational purpose.

Accordingly, this study aims to develop a sustainable leadership framework that systematically integrates Tri Hita Karana into contemporary strategic management practices. By synthesizing Hindu philosophical principles with key strategic constructs—such as vision formulation, governance systems, stakeholder management, organizational culture, and sustainable performance—the study seeks to construct a conceptually coherent and theoretically robust model.

The research objectives, are (1) to conceptualize Tri Hita Karana within contemporary strategic management theory, identifying its ontological and normative implications for leadership and governance; (2) to develop a comprehensive sustainable leadership framework grounded in Hindu philosophy, integrating spiritual, social, and ecological dimensions into strategic processes; (3) to contribute to global management discourse by advancing indigenous philosophical perspectives, thereby addressing epistemological imbalances in mainstream strategic management scholarship.

By pursuing these objectives, this study aspires to make three principal contributions. First, it advances theoretical pluralism in management studies by introducing a non-Western philosophical foundation for sustainable leadership. Second, it bridges spirituality and strategy, demonstrating how transcendental accountability can shape concrete managerial practices. Third, it establishes a conceptual platform for future empirical research, including cross-cultural validation, structural equation modeling, and comparative institutional analysis. In doing so, this research responds to growing calls for a more ethically grounded, culturally inclusive, and holistically oriented paradigm of strategic management—one capable of addressing the complex moral and ecological challenges of the twenty-first century.

METHOD

Research Design

This study adopts a qualitative conceptual research design employing an integrative literature review approach. Conceptual research is appropriate when the objective is theory building rather than empirical hypothesis testing. Given that the purpose of this study is to construct a sustainable leadership framework grounded in Tri Hita Karana (THK), a philosophical doctrine, a qualitative and interpretive design enables deeper exploration of normative, ontological, and theoretical dimensions.

An integrative literature review was selected because it allows for the synthesis of diverse streams of scholarship, including strategic management theory, sustainable leadership literature, stakeholder theory, and Hindu philosophical texts. Unlike systematic reviews that primarily aggregate empirical findings, integrative reviews facilitate conceptual development, theoretical expansion, and interdisciplinary integration.

Data Sources and Selection Criteria

The literature analyzed in this study consists of peer-reviewed journal articles, scholarly books, and foundational theoretical works related to:

- Sustainable leadership
- Strategic management theory
- Stakeholder and governance frameworks
- Corporate sustainability and ESG discourse
- Indigenous and Eastern management philosophy
- Hindu philosophical doctrines, particularly Tri Hita Karana

Academic databases such as Scopus-indexed and Web of Science-indexed journals were prioritized to ensure scholarly rigor. Classical and authoritative Hindu philosophical texts were included to preserve conceptual authenticity.

The inclusion criteria were:

1. Relevance to sustainability, leadership, or strategic management theory;
2. Theoretical or conceptual contribution;
3. Scholarly credibility and peer-reviewed status (for management literature).

This selection process ensured both disciplinary depth (management studies) and philosophical validity (Hindu doctrine).

Analytical Procedure

The analytical process was conducted in three interrelated stages:

Stage 1: Thematic Identification of Sustainability Constructs

In the first stage, key constructs within sustainable leadership and strategic management literature were identified through thematic analysis. Concepts such as ethical governance, stakeholder engagement, long-term value creation, organizational culture, environmental stewardship, and intergenerational responsibility were systematically extracted and categorized.

This stage aimed to map the dominant sustainability dimensions within contemporary management discourse and identify conceptual gaps, particularly regarding spiritual or transcendental accountability.

Stage 2: Philosophical Interpretation of Tri Hita Karana

The second stage involved interpretive philosophical analysis of THK principles. Using a hermeneutic approach, the study examined the ontological and ethical meanings embedded in:

- Parahyangan (spiritual accountability),
- Pawongan (social harmony), and
- Palemahan (ecological balance).

Rather than treating THK as a cultural artifact, this stage positioned it as a normative philosophical system with managerial implications. The interpretation focused on extracting leadership-relevant values such as moral consciousness, relational responsibility, and ecological ethics.

Stage 3: Conceptual Synthesis and Framework Development

The final stage consisted of conceptual synthesis, integrating insights from management literature and THK philosophy into a coherent theoretical framework. Through comparative mapping, each THK dimension was aligned with core strategic management processes:

- Vision formulation and governance
- Stakeholder management and organizational culture
- Sustainable operations and performance systems

This synthesis resulted in the development of an integrative sustainable leadership model in which spirituality functions as the ethical core, social harmony as the relational mechanism, and environmental balance as the operational orientation.

Theoretical Rigor and Trustworthiness

To enhance conceptual rigor, this study employed:

- Triangulation of disciplinary perspectives (strategy, leadership, philosophy)
- Iterative comparison between Western sustainability frameworks and THK principles
- Transparent mapping between philosophical constructs and managerial dimensions

Rather than seeking empirical generalizability, the study aims for theoretical generalizability, offering a transferable framework that can be empirically tested in future research using quantitative methods such as Structural Equation Modeling (SEM) or cross-cultural comparative studies.

Research Scope and Delimitations

This study is conceptual in nature and does not include primary empirical data. The proposed framework serves as a theoretical foundation that requires further validation across different organizational contexts and cultural environments. Future research may operationalize THK dimensions into measurable constructs and examine their impact on organizational performance outcomes.

RESULTS AND DISCUSSION

Mapping Tri Hita Karana to Strategic Management

The integrative analysis reveals a systematic alignment between the three dimensions of *Tri Hita Karana* (THK) and core processes within strategic management. Rather than functioning as parallel or symbolic values, each THK dimension corresponds to a structural component of organizational strategy and leadership practice.

THK Dimension	Strategic Management Dimension	Leadership Implication
Parahyangan	Vision Formulation & Ethical Governance	Values-driven and morally accountable decision-making
Pawongan	Stakeholder Management & Organizational Culture	Inclusive, relational, and participatory leadership
Palemahan	Sustainable Operations & Resource Strategy	Environmental stewardship and regenerative orientation

Parahyangan and Strategic Vision

Parahyangan, which emphasizes harmony between humans and the Divine, provides the transcendental foundation of leadership intention. In strategic management terms, this dimension aligns with vision formulation and ethical governance. Leaders guided by spiritual consciousness are more likely to articulate organizational visions rooted in moral responsibility rather than mere market dominance.

This dimension reframes governance as ethical stewardship. Decision-making becomes values-driven, integrating integrity, accountability, and long-term moral consequences. Unlike instrumental ethical compliance, *Parahyangan* introduces internalized moral awareness as a guiding force in strategic choices.

Pawongan and Stakeholder Integration

Pawongan, representing harmony among human beings, corresponds to stakeholder management and organizational culture. It reinforces relational leadership practices that emphasize inclusivity, empathy, dialogue, and mutual respect. Within this dimension, leadership shifts from hierarchical control toward participatory engagement. Organizational culture becomes a space of social cohesion and collective responsibility. Stakeholders are not treated as transactional actors but as relational partners whose well-being is intrinsically connected to organizational sustainability. This alignment strengthens trust, legitimacy, and long-term stakeholder commitment—critical elements in sustainable strategic positioning.

Palemahan and Sustainable Operations

Palemahan, the principle of harmony between humans and nature, aligns with sustainable operations and resource management strategy. This dimension embeds ecological consciousness into core operational processes, supply chains, and innovation systems. Rather than viewing environmental sustainability as an external CSR initiative, *Palemahan* integrates ecological balance into strategic planning, performance metrics, and competitive positioning. It supports regenerative and circular economy approaches, promoting responsible resource utilization and intergenerational accountability.

Proposed Sustainable Leadership Framework

Building upon the mapping process, this study proposes a Triadic Sustainable Leadership Framework, positioning THK as a structurally integrated model within strategic management. At the center of the framework lies spiritual consciousness (Parahyangan), functioning as the moral core that shapes strategic intention and governance systems. This dimension influences how leaders define organizational purpose, interpret success, and evaluate risk.

Surrounding this core is Pawongan, which operates as the relational mechanism translating ethical vision into social practice. Through inclusive stakeholder engagement and culturally grounded organizational norms, this dimension ensures alignment between internal values and external expectations. The third dimension, Palemahan, serves as the operational embodiment of sustainability. It integrates environmental stewardship into strategic resource allocation, innovation processes, and long-term performance measurement.

Together, these three dimensions form a dynamic and mutually reinforcing system rather than independent components. Spiritual accountability strengthens social trust; social cohesion enhances collaborative environmental action; ecological responsibility reinforces moral legitimacy. The interaction of these dimensions generates holistic sustainability outcomes.

Integrative Outcomes of the Triadic Model

The proposed framework synthesizes THK into four strategic outcomes:

1. Ethical Vision
Organizational purpose is defined by moral responsibility and transcendental awareness, guiding long-term strategic direction.
2. Social Cohesion
Stakeholder relationships are built on trust, inclusivity, and collective well-being, strengthening institutional resilience.
3. Environmental Sustainability
Operational systems prioritize ecological balance, resource efficiency, and regenerative practices.
4. Long-Term Value Creation
Economic performance emerges as a consequence of ethical governance, stakeholder alignment, and ecological responsibility rather than as an isolated objective.

Theoretical Contributions

This study advances sustainable leadership scholarship by introducing a Hindu philosophical lens—specifically *Tri Hita Karana* (THK)—as a foundational paradigm for strategic management. While existing sustainable leadership frameworks emphasize ethical governance, stakeholder engagement, and environmental responsibility, they often treat these dimensions as managerial instruments designed to enhance competitiveness and legitimacy. In contrast, the THK-based framework repositions sustainability as a moral-spiritual imperative embedded within the very ontology of organizational existence.

Unlike dominant Western models that compartmentalize ethics, social responsibility, and environmental sustainability into separate regulatory or performance-

based categories, THK offers an integrative worldview in which spirituality serves as the normative core that unifies strategic intention, relational engagement, and operational conduct. This integration shifts the orientation of leadership from compliance-driven responsibility toward intrinsic moral accountability.

Expanding Indigenous Management Theory

First, this study contributes to the growing movement advocating theoretical pluralism and the decolonization of management knowledge. By integrating THK into strategic management discourse, the research extends indigenous management theory beyond cultural contextualization and positions it as a viable epistemological foundation for global scholarship.

Mainstream strategic management has historically been shaped by Euro-American intellectual traditions. The incorporation of Hindu philosophy challenges this epistemological dominance and enriches theoretical diversity. It demonstrates that non-Western philosophical systems can provide systematic, coherent, and applicable frameworks for contemporary organizational challenges.

Introducing Spirituality as a Structural Variable

Second, this study introduces spirituality as a structural—not peripheral—variable in sustainable leadership theory. In many leadership models, spirituality is treated as an individual trait or optional ethical orientation. The THK framework, however, conceptualizes spiritual consciousness (*Parahyangan*) as the moral axis that informs vision formulation, governance systems, and strategic decision-making processes.

By structurally embedding spirituality within strategy formation, the framework advances leadership theory beyond instrumental rationality. It suggests that transcendental accountability can shape organizational purpose, influence risk perception, and foster long-term orientation. This contribution expands the theoretical architecture of sustainable leadership by integrating metaphysical awareness into strategic logic.

Providing an Alternative to Triple Bottom Line Logic

Third, this study offers a culturally grounded alternative to the Triple Bottom Line (TBL) framework. While TBL balances economic, social, and environmental pillars, it often treats them as parallel performance metrics subject to managerial trade-offs. In contrast, the THK-based model emphasizes ontological integration rather than metric balancing.

Spiritual accountability strengthens social cohesion; social harmony enhances ecological collaboration; ecological stewardship reinforces ethical legitimacy. This relational integration provides a deeper normative foundation for sustainability, moving beyond measurement toward meaning-driven strategy. In this way, the study reframes sustainability as a harmonizing process rather than a balancing act.

Practical Implications

Beyond theoretical contributions, the proposed framework offers significant practical relevance for organizations operating in increasingly complex and ethically sensitive environments.

Application Across Institutional Contexts

The THK-based sustainable leadership model is particularly applicable in educational institutions, public sector organizations, and culturally embedded enterprises where moral legitimacy and social trust are central to institutional success. By embedding spiritual and ethical consciousness into strategic planning, leaders can cultivate organizational cultures grounded in integrity, inclusivity, and responsibility. In higher education institutions, for instance, strategic vision can align academic excellence with moral formation and community engagement. In public governance contexts, THK principles can enhance transparency, accountability, and participatory decision-making.

Strengthening ESG Implementation

The framework also supports the implementation of Environmental, Social, and Governance (ESG) mechanisms by deepening their ethical foundation. Rather than approaching ESG as a compliance requirement or reputational strategy, leaders guided by THK internalize sustainability as a moral duty. This internalization enhances consistency between policy formulation and actual organizational behavior. As a result, ESG practices become expressions of deeply embedded values rather than external obligations, increasing authenticity and stakeholder credibility.

Enhancing Long-Term Legitimacy and Institutional Trust

Finally, the integration of spiritual accountability, relational harmony, and ecological stewardship strengthens long-term organizational legitimacy. In an era characterized by declining public trust in corporations and institutions, morally grounded leadership can foster durable stakeholder relationships and social acceptance. Organizations that align strategic goals with ethical purpose are more likely to cultivate institutional trust, employee commitment, and reputational resilience. Over time, this trust translates into sustainable competitive advantage rooted not merely in market positioning, but in moral credibility.

Toward a Holistic Paradigm of Strategic Leadership

Taken together, the findings suggest that integrating Tri Hita Karana into strategic management represents more than cultural adaptation—it signifies a paradigmatic shift. It redefines leadership as a moral-spiritual endeavor oriented toward harmonious coexistence among divine, social, and ecological dimensions. In doing so, this study contributes to the broader transformation of management scholarship toward a more holistic, ethically grounded, and culturally inclusive discipline—one capable of addressing the profound moral and environmental challenges facing organizations in the twenty-first century.

CONCLUSION

This study set out to address a critical gap in sustainable leadership literature by integrating *Tri Hita Karana* (THK), a Hindu philosophical doctrine, into contemporary strategic management theory. In doing so, it proposed a Triadic Sustainable Leadership Framework that repositions spirituality, social harmony, and ecological balance as structurally embedded dimensions of organizational strategy.

Tri Hita Karana provides a holistic and integrative foundation for sustainable leadership by redefining strategy not merely as competitive positioning, but as a morally

grounded and relationally embedded process. Through *Parahyangan*, leadership is anchored in spiritual accountability and ethical vision. Through *Pawongan*, strategy is enacted through inclusive stakeholder engagement and socially cohesive organizational cultures. Through *Palemahan*, sustainability becomes operationalized in environmentally responsible practices and long-term resource stewardship.

By synthesizing these three interdependent dimensions, the proposed framework bridges philosophical wisdom and modern management practice. It expands the boundaries of sustainable leadership theory beyond Western-centric instrumental rationality and offers a culturally grounded alternative that integrates transcendental awareness into strategic governance. In this respect, the study contributes to theoretical pluralism in management scholarship and supports the ongoing transformation toward more ethically conscious and globally inclusive paradigms.

Importantly, the framework positions economic performance not as an isolated objective but as an emergent outcome of ethical integrity, stakeholder trust, and ecological responsibility. Such an orientation aligns organizational success with broader societal well-being and intergenerational sustainability.

Limitations and Future Research

As a conceptual study, this research does not provide empirical validation of the proposed framework. The model remains theoretically grounded and interpretive in nature. Therefore, future research is needed to operationalize THK dimensions into measurable constructs and examine their relationships with organizational performance indicators.

Quantitative approaches, such as Structural Equation Modeling (SEM), could test the causal relationships between spiritual consciousness, stakeholder integration, ecological responsibility, and sustainable performance outcomes. Additionally, multi-case comparative studies across industries and cultural contexts would help assess the framework's cross-cultural applicability and generalizability.

Further research may also explore:

- The mediating role of organizational culture in linking spiritual leadership and sustainability outcomes;
- Cross-cultural comparisons between THK-based leadership and Western sustainable leadership models;
- Longitudinal studies examining how spiritually grounded strategy influences institutional resilience over time.

By empirically examining these dimensions, future scholarship can refine, validate, and potentially expand the Triadic Sustainable Leadership Framework, strengthening its contribution to global strategic management discourse.

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