

Concept and Implementation of ESG Based on Balinese Local Wisdom: Tri Hita Karana

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ABSTRACT

This research contends that the fundamental principles of ESG are not new and can be understood through the lens of local wisdom. Talks about ESG are usually focused on Western ideas that don't include local knowledge. This study is based on the Balinese Tri Hita Karana (THK) philosophy, which focuses on creating balance between people, God, other people, and the environment. The aim of this research is to investigate ESG concepts and practices rooted in local wisdom within Indonesia. This research can help create a better understanding of how to build ESG strategies that benefit society and the environment, while keeping good and lasting relationships between businesses and the communities around them. THK offers a more holistic and context-based sustainability framework by integrating spiritual and cultural aspects. Using THK has been shown to improve the variety of local businesses, help keep cultural traditions alive, and teach people about important issues, setting a strong example for sustainable growth that works at local, national, and worldwide levels. To achieve its objectives, this study examined 10 ESG articles rooted in local wisdom with an Indonesian context. To identify relevant articles, the study evaluated the Scopus, Web of Science, and Google Scholar databases. This study looked at the ESG idea and how it is applied using the Tri Hita Karana framework. The study showed that when ESG planning, putting it into action, and checking its results take into account local knowledge, it leads to more sustainable ESG practices. This study will also help future researchers carry out ESG research that is based on local wisdom by highlighting the areas that still need more study. This study recommends collaborative and adaptive strategies for the government, industry, and community to further mainstream THK as a universal principle for inclusive and resilient sustainable business.

Keywords: ESG, Tri Hita Karana, Sustainability, Local Wisdom

INTRODUCTION

Sustainability issues have become a major concern in modern business management, driven by the complexity of global challenges such as climate change and social inequality (Wibisana & Dewi, 2023). Companies operating in Western cultural environments have a high level of awareness in implementing sustainability. They tend to pay attention to social and environmental issues and strive to make positive contributions to their communities. Consequently, sustainable business practices are often dominated by Western approaches and do not embrace local wisdom. Theoretical studies on business sustainability are generally dominated by the Triple Bottom Line framework introduced by Elkington. The Triple Bottom Line emphasizes the need for a balance between three main aspects: economic (profit), social (people), and environmental (planet), as a benchmark for corporate sustainability. This approach has become the global standard for assessing business responsibility and a primary reference for developing corporate social responsibility

policies and practices. However, this model has received significant criticism, particularly in the context of Eastern societies with distinctive value systems and local wisdom. One fundamental weakness of the Triple Bottom Line concept is its tendency to downplay local spirituality and ethics, which play a significant role in business decision-making and behavior, particularly in Bali and Asian societies in general (Sudiana, 2025)

In practice, the triple bottom line concept is often considered too universalistic and oriented toward secular Western values, ignoring the realities of societies where spirituality and traditional norms are the foundation of business ethics. However, this spiritual dimension, as integrated into the Balinese Tri Hita Karana (THK) philosophy, can enhance a more holistic sustainability framework. Tri Hita Karana emphasizes the importance of harmony and balance between humans and God (Parahyangan), humans and others (Pawongan), and humans and nature (Palemahan). The integration of spirituality and local ethics through THK has been proven to have a tangible impact on corporate sustainable performance, strengthening social relationships, preserving the environment, and enhancing the company's reputation among stakeholders (Utama et al., 2025).

Table 1 ESG and Tri Hita Karana Correspondence

Tri Hita Karana	ESG	Scope
Palemahan (Environment)	Environment	Focus on a harmonious relationship with nature. This includes resource efficiency, waste management, carbon emission reduction, and ecosystem preservation.
Pawongan (Social)	Social	Focus on harmonious relationships between people. Covering employee well-being, inclusivity, community relations, human rights, and product responsibility.
Parahyangan (God/Ethics)	Governance	Focus on harmonious relationships with divine values manifested in business ethics. This includes transparency, accountability, leadership integrity, and adherence to legal and moral norms.

Furthermore, the application of the THK concept not only adds a dimension to business sustainability but also addresses the dynamics and complexity of moral and socio-cultural challenges. For example, corporate decisions are no longer based solely on profit, but rather on moral considerations, spirituality, and responsibility towards the community and the surrounding environment. In the Balinese context, the implementation of THK values is evident in business management, from providing space for religious rituals for employees, active involvement of local communities, to sustainable, environmentally friendly innovation. This model ultimately encourages businesses to focus not only on economic profit but also on social welfare and environmental preservation simultaneously. The need for a more inclusive and contextual sustainability model is increasingly pressing, especially in developing countries with strong cultural and spiritual heritage. The integration of spiritual aspects and local ethics, as practiced in the Tri Hita Karana philosophy, addresses the limitations of the triple bottom line concept and opens up space for establishing a business foundation grounded in local wisdom, universal ethics, and global principles of sustainability. This approach also ensures sustainability is not merely temporary, but relevant and adaptive to changing times and the needs of future generations (Utama et al., 2025)

In order to contribute to improving the quality of the environment and surrounding communities, ESG implementation needs to consider local wisdom.

Companies in the eastern region tend to consider local cultural values in their sustainability decision-making. They recognize and respect local wisdom passed down from their ancestors, which serves as the foundation for carrying out sustainability activities. Sustainability principles can be translated through the application of these local wisdom values. To achieve harmony, companies must adopt strategies that balance economic, social, and environmental activities. In this way, companies can build harmonious relationships with surrounding communities, provide sustainable benefits, and achieve sustainability in their ESG practices. Companies report to stakeholders on their economic performance as well as the social and environmental impacts of their business operations. Transparency and accountability for corporate sustainability policies have become commonplace for companies. Accountability for socio-economic policies and their environmental impacts is crucial and necessary for policymakers (Yudhanti & Listianto, 2021). Tri Hita Karana (THK) emerged from Balinese local wisdom, embodying the concept of harmony between humans and God, fellow human beings, and nature. This concept has begun to be adopted in various regulations, corporate strategies, and sustainability agendas in Bali. It has even been recognized by UNESCO and inspired the SDGs (Kusumawati et al., 2023).

Although the literature on ESG (Environmental, Social, and Governance) has grown rapidly in global databases such as Scopus and Web of Science (WoS), the majority of studies are still dominated by Western perspectives and universal, technocratic frameworks.

A literature search shows that of the thousands of articles on sustainability, only a small minority explicitly integrate indigenous wisdom values, particularly in the Indonesian context. The integration of ESG principles with the Tri Hita Karana (THK) philosophy remains very limited at the empirical and conceptual levels in reputable international journals. Therefore, this review urgently seeks to fill this research gap by offering a sustainability model that not only meets global standards but also has strong local cultural and ethical resonance.

There are gaps in research in this area that could provide opportunities for future research. This study helps researchers map areas that can still be researched. For companies, this research can be useful as a resource for identifying various local wisdoms that can serve as a basis for planning, implementing, and evaluating ESG in the future.

LITERATURE REVIEW

Legitimacy Theory

Legitimacy theory was first proposed by Pfeffer (1975). This theory states that a company can exist if its values align with the values of the social environment in which it operates. Disclosure regarding environmental issues and related risk management also stems from companies' motivation to legitimize their activities and enhance their social image and reputation among stakeholders. This motivates companies to operate in a balanced and rational manner, efficiently using resources and then distributing the benefits to society (Dowling & Pfeffer, 1975).

Stakeholder Theory

Stakeholder theory was first described by Holder & Freeman (1984), this theory implies that there are obligations that must be fulfilled by companies to stakeholders which include not only shareholders but also the community, government, employees, suppliers, customers, environmental activists, and others. This theory is important because it helps pay attention to the interests of all parties so that companies can strive to carry out their responsibilities in a balanced manner.

Stakeholder theory is a key strategic issue that deals with how companies handle their relationships with different groups that are important to them. Companies need to pay attention to these groups and offer them benefits because these groups can affect or be affected by the decisions and policies the company makes. The stakeholders involved are not just concerned about the shareholders. Stakeholder theory extends organizational responsibilities beyond owners or investors (Freeman et al., 2010).

Environment, Social, Governance (ESG)

ESG is a standard for corporate investment practices that integrates and implements corporate policies in a manner consistent with the concepts of environmental, social, and governance (Noviarianti, 2020). ESG, or "Environmental, Social, and Governance," is a set of criteria that refers to three main criteria for measuring sustainability aspects. This term is often used in the business world as an indicator of investment decisions in a particular company and also serves as a reference category for reporting the impact of a company's business activities. In the environmental dimension, companies consider the impact of their business activities on the operating environment and how they can fulfil their role as environmental stewards. Matters discussed in the environmental standard relate to the management of energy consumption, waste, pollution, natural resource protection, and the impact on the company's flora and fauna. In the social dimension, there are considerations of stakeholder relationships and reputation, as well as how the company fosters its stakeholders (society, local communities, suppliers, consumers, employees, and company stakeholders). In terms of governance, there is self-management based on the principles of corporate governance (Ozkan, 2024).

Tri Hita Karana

Local wisdom is something that has been practiced in a particular region for generations. Something that is successful and has stood the test of time contributes to sustainability (Wanadjaja & Samputra, 2021). Tri Hita Karana is a philosophy of life originating from Balinese Hindu tradition and emphasizing the importance of achieving harmony in three dimensions of life: Palemahan (the ecological relationship between humans and nature), Pawongan (the social relationship between humans and others), and Parahyangan (the spiritual relationship between humans and God). This concept is not merely a normative teaching, but has been deeply internalized in the daily lives and socio-cultural practices of the Balinese people. Each dimension of Tri Hita Karana serves as the primary foundation for determining policy direction, communal behavior, and resource management in domestic, social, and economic life (Putri, 2024; Sudiana, 2025).

Previous Research

Previous research on ESG in relation to local wisdom has been extensively conducted, as outlined in Table 1 below.

Table 2. The Relevant Previous Research

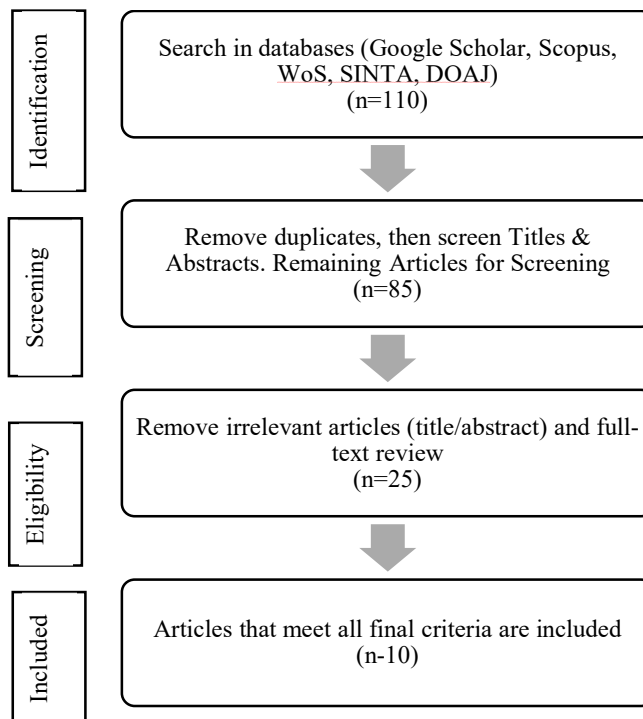
No	Title	Author	Summary
1	The Holistic Happiness Theory: Establishing a New Theory for Tri Hita Karana Based-Sustainable Finance	Purwanti & Mulawarman, 2022	This study is a literature review conducted to criticize stakeholder theory, which is deemed inappropriate to be used in analyzing the implementation of the SF concept of economic, social, and governance (ESG), in the context of the financial sector in Bali. This study seeks to initiate a new theory to be able to analyze the concept of SF in the

			context of the financial sector in Bali, which is considered more appropriate when referring to the Tri Hita Karana (THK) philosophy.
2	The Hita Karana as a Pillar of Modern Business Sustainability Based on Balinese Local Wisdom	Utama et al., 2025	The findings show that compared to conventional Triple Bottom Line (TBL) and ESG models, THK delivers a more holistic, contextually. A sustainability approach that is rooted in the community by including spiritual and cultural values.
3	The Influence of Individual Characteristics, Technology Use, Environmental, Social, and Governance (ESG) Practices on Financial Performance of Village Credit Institutions (LPD) in Abiansemal District	Juniari et al., 2026	The application of Environmental, Social, and Governance (ESG) principles is becoming increasingly relevant in supporting the sustainability of the institution. ESG practices encourage LPDs to conduct business activities in an environmentally responsible manner, contribute positively to society, and implement good governance, which is in line with the local wisdom values of Tri Hita Karana

METHODS

The method used in this research is a qualitative method. Qualitative research generally focuses on words rather than quantification in data collection and analysis. Qualitative research strategies are inductive, constructionist, and interpretive. Qualitative research is a popular approach in social research.

Figure 1. PRISMA Diagram



A literature review was used in this study to identify concepts, implementations, and research methods related to ESG based on Tri Hita Karana. The literature review enabled the researcher to map the research domains that have been conducted and propose directions for future related research. A literature review is a method for identifying inconsistencies, gaps, and theoretical, contextual, and methodological developments in research. The systematic literature review process begins with searching for relevant articles, applying inclusion/exclusion criteria, implementing the review methodology, and finally synthesizing the findings (Nwachukwu, 2022). This qualitative approach was chosen because it allows for a more complex and a deeper understanding exploration of the concept and implementation ESG based on Tri Hita Karana. Using secondary data, this study aims to analyze emerging trends, challenges, and opportunities in the implementation of ESG based on Tri Hita Karana.

This study utilized the Systematic Literature Review (SLR) methodology following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines (Oduro, 2024). PRISMA provides a clear and organized way to find, choose, evaluate, and study relevant research papers. The steps of this method are explained in full detail in Figure 1.

A detailed look at studies that examine the connection between ESG factors and the concept of Tri Hita Karana. This section explains the concept and implementation of ESG based on Tri Hita Karana. Out of the 10 articles written from 2021 to 2026, the countries where the authors are from include Indonesia, with a total of 10 articles.

FINDINGS

Table 3. The Literature Review

No	Title	Author & Year	Summary
1	Examining Tri Hita Karana as the Critic to the Triple Bottom Line of Sustainable Development	Wanadjaja & Samputra, 2021	THK cover more dimension than TBL, and this is the opportunity to promote local wisdom for achieving SDG despite the challenges it has.
2	Traditional Villages Empowerment in Local Wisdom Preservation towards Cultural Tourism Development	Suardana et al., 2022	Tri Hita Karana philosophy which is rooted in the local wisdom of Sad Kerthi, inspired by Hindu religious teachings supported by local wisdom that lives and develops in the Balinese community
3	The Holistic Happiness Theory: Establishing a New Theory for Tri Hita Karana Based-Sustainable Finance	Purwanti & Mulawarman, 2022	This study found a formulation of a new theory referred to as the "holistic happiness theory," which is seen as more holistic in analyzing the sustainable concept.
4	Harmony of Bank Structure Ownership through Tri Hita Karana Cultural Concept	Sukendri et al., 2023	By integrating Tri Hita Karana, Corporate Social Responsibility, and the Triple Bottom Line, organizations can balance spiritual, social, environmental, and economic aspects and ensure long-term sustainability.
5	Retracted Article: Tri Hita Karana Philosophy in	Kusumawati et al., 2023	The results of the green accounting concept through the

	Exploring the Concept of Green Accounting (Phenomenological Study)		phenomenological approach to the THK philosophy raises a more comprehensive epistemological face because it contains basic aspects that previously did not exist in the conventional green accounting concept.
6	Peran Tri Hita Karana dan Modal Intelektual Hijau dalam Akuntansi Keberlanjutan	Manuari et al., 2024	This study found that green intellectual capital significantly contributes to competitive advantage. However, the Tri Hita Karana variable only moderates the effect of green structural capital on competitive advantage.
7	Dive in the “Soul” of Corporate Social Responsibility through the Philosophy of Tri Hita Karana	Cahyaningtyas & Salleh, 2024	Integrating Tri Hita Karana principles fosters positive stakeholder interactions, emphasizing CSR's potential to enhance community well-being, environmental sustainability, and economic objectives simultaneously
8	Digitalizing Based on Tri Hita Karana: How Technology Strengthens Sustainable Accounting for Micro Small Medium Enterprise in Denpasar	Karninsih et al., 2025	These findings highlight the need for digital literacy training based on local cultural values as a relevant strategy in building resilient and sustainable MSMEs in the era of digital transformation.
9	The Hita Karana sebagai Pilar Keberlanjutan Bisnis Modern Berbasis Kearifan Lokal Bali	Utama et al., 2025	THK implementation has demonstrably enhanced local economic diversification, cultural preservation, and stakeholder education, setting a holistic sustainability benchmark for local, national, and global adaptation
10	The Influence of Individual Characteristics, Technology Use, Environmental, Social, and Governance (ESG) Practices on Financial Performance of Village Credit Institutions (LPD) in Abiansemal District	Juniari et al., 2026	These findings highlight the importance of human resource quality, the use of information technology, and the consistent implementation of ESG principles in supporting improved financial performance and the sustainability of LPDs.

Through this literature review approach, this study aims to provide an in-depth and informed view on how the concept and implementation of ESG based on Tri Hita Karana are. The identified literature gaps not only demand recognition of local values but also urge methodological evolution. Future research agendas must shift from merely describing philosophical similarities to operationalizing the concepts. The primary focus should be on how the Palembang dimension can strengthen community-based environmental efficiency metrics, and how Pawongan can mitigate social risks through a familial approach not captured by standard ESG questionnaires. Thus, future

research is expected to produce an Integrated ESG-THK Model that has both global academic validity and practical applicability for corporations in Indonesia.

DISCUSSION

ESG Concept Based on Tri Hita Karana

The ESG concept simultaneously considers and balances environmental, social, and corporate governance dimensions. Environmental concerns relate to a company's behavior toward its surroundings. Social concerns the company's relationship and contribution to society. Governance, on the other hand, addresses how a company implements sound and sustainable internal management processes. These three concepts align with Balinese local wisdom, Tri Hita Karana. The Tri Hita Karana concept shares similarities with the ESG concept. Table 3 shows a comparison of the two concepts.

Table 4. ESG Concept Based on Tri Hita Karana

No.	ESG Concept	Tri Hita Karana Concept
1	Environment. Businesses that are in harmony with nature and do not have negative impacts can contribute to climate change. The environment is where companies operate, so it needs to be protected and cared for.	Palemahan teaches that humans must be at one with nature in a harmonious and balanced manner. Harmony must be achieved by humans with the universe or their surrounding environment. This is implemented through actions that do not damage and minimize environmental impact.
2	Social. Companies need to pay attention to employees, customers, and the surrounding community to ensure the continuity of their business operations	Pawongan contains recommendations for humans to always develop the qualities of wisdom, virtue, and nobility in their interactions with other creatures, prioritizing human harmony. This principle is the foundation of morality in interacting with other humans.
3	Governance. Companies must have a good and sustainable management process in its internal parts.	Parahyangan contains recommendations that humans, in every aspect of their dharma, create a governance system with high integrity, where business accountability is not only subject to human regulations but is also based on spiritual awareness of the law of Karma Phala and honesty of conscience.

ESG Implementation Based on Tri Hita Karana

ESG concept in the reviewed articles can be classified into two forms of identified local wisdom: Local Culture and Religious Teachings. The local culture highlighted by the researchers is the Balinese Tri Hita Karana culture. Tri Hita Karana is a philosophy about the balance of life, consisting of palehangan, pawongan, and parahyangan. Parahyangan regulates the harmonious relationship between humans and God. Pawongan regulates relationships between humans, and palehangan regulates the relationship between humans and the environment. The teachings of Tri Hita Karana align with the basic concepts of ESG: environment, social, and governance.

The palemahan concept aligns with the basic ESG concept of the environment. Implementation of this concept can include managing waste and toxic waste to prevent environmental damage. Proper waste and waste management can benefit the

environment. Waste can be recycled and produce organic fertilizer. In addition to managing waste and hazardous waste, companies can avoid using groundwater in the surrounding environment. Companies can replace groundwater with PDAM water or wastewater treatment.

The principles of Pawongan can be implemented by providing attention to employees, both in terms of development, training for performance improvement, and health benefits. One indicator of successful ESG implementation according to Global Reporting Initiatives (GRI) standards is the provision of occupational health and safety insurance. Efforts to improve employee welfare are also included. The principles of Tri Hita Karana, particularly regarding Pawongan, teach about relationships between people. One way to implement this principle is by having a positive impact on the communities in which the company operates. Companies can prioritize the use of local raw materials sourced from the surrounding community, which are of comparable quality to imported products. Another implementation of the principles of Pawongan is mutual assistance and respect between the company and the community, as well as between its competitors. This is an implementation of the teachings of karmaphala, meaning cause and effect, and tattwamasi, which teaches that "I am you and you are I," meaning that when we harm others, we are harming ourselves. Furthermore, companies can also provide assurance regarding the security of customer data privacy as part of society itself.

The principles of parahyangan teach that managing a business must be based on dharma, honesty, and integrity. Avoiding fraud or deception in business operations and being accountable and transparent in company financial reporting. Governance emphasizes compliance and integrity (anti-corruption), which is a concrete manifestation of respect for divine values (parahyangan) in maintaining the purity of intentions and actions. This reflects the principle of Parahyangan which emphasizes moral responsibility, ethics, and honesty in acting, as if supervised by God. Company leaders who implement governance are responsible not only to shareholders, but also morally for the impact of the company's actions, in line with the principle of amanah in parahyangan. Good governance ensures that companies make long-term ethical decisions, creating a balance (harmony) between profit, people and the environment, in line with the principles of Tri Hita Karana.

ESG implementation based on religious teachings does not prioritize profit as the main objective. Companies try to make society better and take care of the environment, and they also follow good corporate practices because they want to obey God Almighty. All religions teach goodness. ESG can be implemented to adapt to the conditions of the surrounding community. For example, companies operating in Hindu communities can provide financial assistance for the construction or renovation of temples, and provide donations on special occasions, such as piodalan (anniversary celebrations).

One of the teachings of Hinduism is the Catur Purusa Artha, which represents the four goals of life for Hindus: dharma, artha, kama, and moksa. Dharma implies that actions that are pure, noble, and virtuous are the primary foundation for achieving happiness and well-being, both physically and mentally. This foundation means that businesses must be conducted with truth, honesty, justice, and compliance with the law. ESG encompasses Good Corporate Governance (GCG), business ethics, and social responsibility. Artha means material possessions. Artha can also be interpreted as wealth or prosperity generated from a business. In ESG, Artha is not simply seeking profit, but rather profitability that is obtained legally and responsibly (without damaging the environment or society). Kama means passion, desire, satisfaction,

enjoyment, or fulfillment of needs. In business, this relates to meeting stakeholder needs, employee welfare, and customer satisfaction. Moksa refers to all dharma carried out by a company through artha contributions, the goal of which is to achieve moksa. Moksa is the ultimate goal, meaning supreme happiness or liberation. In business, this is translated as achieving long-term sustainability, where the company is not only materially successful but also has a positive impact on the environment and society (Jagadhita). Research linking ESG to religious teachings is still limited to specific religious teachings. The concept of ESG can be linked to other religious teachings developing in Indonesia.

Compared to conventional sustainability theories and models such as the Triple Bottom Line (TBL) and ESG, the implementation of Tri Hita Karana (THK) offers a more holistic approach rooted in local communities. While TBL and ESG emphasize the importance of a balance between economic, social, and environmental concerns, they tend to neglect the spiritual and cultural dimensions that are central to THK. In practice, THK not only accommodates the needs of economic sustainability (business and services), social welfare (interpersonal and community relationships), and environmental sustainability (environmentally friendly practices and nature conservation), but also adds Parahyangan elements—namely the integration of spiritual values and religious rituals and the involvement of local cultural values in decision-making. This THK-based approach has proven to be more contextual, strengthening local identity and wisdom, and fostering harmony between the worldly and spiritual dimensions, resulting in improved satisfaction, social cohesion, and service quality in the long term. THK is able to present a sustainability model that goes beyond simply complying with ESG indicators, but rather offers inclusive solutions for building adaptive, resilient, and sustainable sustainability for communities and businesses. This model can inspire sustainability practices in other regions seeking to combine local values with international standards.

CONCLUSION

This research offers a theoretical contribution to the understanding of Tri Hita Karana-based ESG. A review of 10 articles about Tri Hita Karana and sustainability shows the main ideas and ways of applying ESG along with the values from local wisdom called Tri Hita Karana. This review provides a better understanding of how cultural values and traditions can influence, direct, and add value to the way ESG practices are carried out. The findings of the analysis lay a solid foundation for creating a more comprehensive and contextually rooted ESG theory grounded in local wisdom. This study also offers useful guidance for businesses and professionals who want to create and put into action ESG practices that are tailored to their local area. By learning about ESG ideas and ways that match what's important locally, companies can create business processes that are more fitting and help local communities and the environment in a good way.

Companies should keep building and improving their connections with the communities around them. Incorporating local wisdom values into ESG practices can foster stronger relationships with local communities, improve the company's reputation, and minimize the risk of conflicts. This can also help companies gain a clearer understanding of what local communities need and hope for. Companies should pay attention to both making money and taking care of the environment around them. A company's business can become more sustainable when it successfully implements ESG practices. For ESG implementation to be successful, companies need to understand local culture. A company's grasp of local wisdom enables it to identify

activities that align with the needs of the environment and local communities. Research on ESG based on local wisdom has been consistently conducted annually by previous researchers. However, researchers have identified a gap in research in this area. The diversity of Indonesian culture in relation to ESG implementation has not been fully addressed by previous researchers. This gap presents an opportunity for research. Future research that will discuss literature reviews related to this field is recommended to add more articles to the review. This will allow future researchers to have a clearer picture of research mapping in this field.

Inspiring a holistic sustainability model at the national and international levels: THK, which combines economic, social, environmental, spiritual, and cultural aspects, is recognized as a comprehensive sustainability model. The successful implementation of THK (supported by accreditations such as the THK Awards) has inspired other regions in Indonesia and even been emulated internationally in tourism management, sustainable business, and achieving the SDGs agenda. THK demonstrates that local culture can be a strong foundation for building inclusive, adaptive, and globally competitive businesses and tourism.

The integration of the THK philosophy into the global Sustainable Development Goals (SDGs) framework is being implemented to ensure that business and tourism practices in Bali not only have a local impact but also contribute positively to the global agenda, particularly in terms of environmental conservation, social inclusion, and partnerships between various stakeholders. With these steps, THK is increasingly relevant as a universal principle for building inclusive, ethical, and sustainable business and tourism in the modern era.

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