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Integration of Hindu Values into Human Resource Management to Enhance Service Quality and Economic Empowerment in Serangan Tourism Village

I Komang Gede[1]*, Ida Ayu Angga Wulan Saraswathi[2]

[12]Management Study Program, Faculty of Economics, Business, and Tourism, Universitas Hindu Indonesia Denpasar Bali, Indonesia

Corresponding author: komanggede187@unhi.ac.id

Abstract

*Serangan Tourism Village is a strategic area in Bali characterized by a wealth of culture, spirituality, and local wisdom values that remain integral to the community's way of life. This study aims to analyze the impact of integrating Hindu values—specifically *Tri Hita Karana* and *Tat Twam Asi*—into human resource management (HRM) on service quality enhancement, local economic empowerment, and the sustainability of culture- and spirituality-based tourism in Serangan Tourism Village. The research employs a quantitative approach using a survey method targeting local tourism stakeholders, including managers, workers, and the surrounding community. Data were analyzed using descriptive and inferential statistical techniques to identify relationships between the variables under study. The expected outcome is an empirical overview of how Hindu values contribute to improved professionalism, work ethics, and social cohesion, as well as the delivery of sustainable and competitive tourism services. These findings are expected to inform policy formulation and the advancement of knowledge, while also raising community awareness regarding the importance of HRM grounded in spiritual and local cultural values in the face of globalization challenges.*

Keywords: Sustainable Tourism, Tri Hita Karana, Tat Twam Asi, Human Resource Management, Economic Empowerment

INTRODUCTION

Tourism has the potential to serve as a driver of economic diversification—particularly in developing nations—while simultaneously creating opportunities for local

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community engagement. When managed effectively, the sector can generate direct economic benefits for local residents, including the creation of new employment opportunities (Butzmann & Job, 2017). Furthermore, tourism plays a vital role in the sustainable preservation of a region's environmental, cultural, and social resources (Asmelash & Kumar, 2019). According to Spangenberg (2002), the sustainable tourism model comprises three dimensions—economic, socio-cultural, and environmental—yet implementing these dimensions is challenging without the support of institutions capable of facilitating growth and development. Achieving sustainability requires a clear framework that links these various aspects (Spangenberg, 2002). While sustainable tourism holds the promise of highly desirable outcomes, the benefits it offers to residents living near tourist destinations in developing countries remain under-researched. Local communities view tourism as a positive force for their future, anticipating increased job opportunities, new service markets, government support, and environmental preservation through sustainable tourism practices.

The primary goal of sustainable tourism is to minimize costs while maximizing benefits—specifically through environmental improvements, socio-economic development, and local community satisfaction (Cottrell et al., 2013). Optimal village development hinges on the extent of community participation; this implies that the community possesses the opportunity and confidence to manage its own affairs and achieve self-reliance by leveraging human resource potential to foster collective well-being (Gede et al., 2024). Integrating Hindu values into human resource management—aimed at enhancing service quality and economic empowerment in Serangan Tourism Village—aligns with research highlighting the importance of active community participation in development. By applying Hindu values such as *Tri Hita Karana* and *Tat Twam Asi*, the community can be further empowered to improve tourism service quality and sustainably manage the village's economic potential.
Serangan Tourism Village is a strategic area in Bali, rich in culture, spirituality, and local wisdom that remain vibrant and evolving within the community. Situated in the coastal region of Denpasar City, Serangan Village stands as a symbol of harmony between nature, humanity, and spirituality. Pura Sakenan, the area's spiritual hub, serves not only as a place of worship for Hindus but also as a magnet for spiritual tourism, attracting thousands of visitors annually. Life in Serangan remains deeply rooted in local traditions and Hindu religious values. Fishermen, local artists, and traditional leaders work together to preserve cultural continuity passed down through generations. Tourism serves not merely as an economic sector but also as a medium for the community to express its culture and spirituality. Serangan Village holds immense potential for development into a competitive, authentic tourism village grounded in Hindu culture and spirituality.

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THEORETICAL REVIEW

Sudiarta (2021) reveals in his research that applying the *Tri Hita Karana* concept to Hindu cultural tourism in Bali underscores that tourism development should not merely focus on economic values; it must also prioritize the sustainability of the cultural heritage and local wisdom that serve as primary attractions. Bali exemplifies a culture-based tourism development model that emphasizes balance among three relationships: humans with God (*Parahyangan*), humans with one another (*Pawongan*), and humans with the environment (*Palemahan*). *Tri Hita Karana* serves not only as a philosophical foundation but also as a practical framework for managing cultural tourism. The connection between the *bhuana agung* (the macrocosm or universe) and the *bhuana alit* (the microcosm or individual self) lies at the heart of harmony for the Balinese Hindu community; this relationship directly influences how the community manages local assets—including cultural heritage elements such as sacred sites, traditions, and arts—presented to tourists. Integrating these values into human resource management at Serangan Tourism Village is highly relevant, as it fosters a workforce characterized by ethics, empathy, spirituality, and environmental consciousness. Through the application of *Tri Hita Karana*, local community empowerment yields not only economic benefits but also ensures the preservation of culture and ancestral heritage within a holistic, value-driven tourism service framework.

Kusumawardhana (2023), in his research on the development of Mas Tourism Village in Bali, revealed that the majority of the community relies on wood carving for their livelihood alongside agricultural activities. The village is grounded in a wealth of handicrafts, cultural arts, and pristine natural beauty—all of which embody the Balinese concept of *Tri Hita Karana*, representing harmony between humans and God (*Parahyangan*), among fellow humans (*Pawongan*), and with the environment (*Palemahan*). The *Tri Hita Karana* concept serves not only as a spiritual and social philosophy for the Balinese people but has also proven to be a practical foundation for community empowerment through tourism village development. Applying *Tri Hita Karana* values within human resource management can enhance service quality by fostering spirituality, social solidarity, and environmental concern. For instance, regarding the *Pawongan* aspect, the HR management approach focuses on building communication, empathy, and equality—both among employees and between employees and visitors. The *Parahyangan* aspect cultivates spiritual awareness in the workplace, fostering dedication, sincerity, and a noble work ethic. The *Palemahan* aspect encourages personnel to adopt sustainable and eco-friendly work practices—crucial for a tourism village that relies on natural beauty. Community empowerment in Mas Village is carried out through three stages: raising

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awareness, building capacity, and granting agency. These stages are also relevant to HR development strategies in Serangan Tourism Village, which could adopt a similar approach to enhance competence, active participation, and a sense of ownership in managing culture-based tourism. Practices in Mas Village demonstrate how Hindu values—specifically *Tri Hita Karana*—can be integrated into comprehensive HR development, spanning from spirituality to professional capacity; this directly impacts service quality improvements and the economic empowerment of the local community. This serves as a vital reference for formulating HR management strategies for Serangan Tourism Village that are contextually relevant and rooted in local cultural values.

METHOD

Research Design

This study aims to analyze the impact of integrating Hindu values into Human Resource Management (HRM) on service quality, local community economic empowerment, tourism sustainability, socio-cultural cohesion, and professionalism and work quality in Serangan Tourism Village. The scope of the study encompasses all tourism stakeholders in the village, including destination managers, the local community, and visiting tourists. The primary focus is to explore how the application of Hindu principles—such as *Tri Hita Karana* and *Tat Twam Asi*—influences various aspects of sustainable tourism management.

Setting and Study Population

This study was conducted in Serangan Urban Village, Denpasar City, which was officially designated as a Tourism Village in 2015 under Denpasar Mayor's Decree Number 188.45/472/HK/2015 regarding the Designation of Tourism Villages in Denpasar City. This designation was well-founded, as Serangan Village possesses immense potential for the development of nature, culture, and spirituality-based tourism. The village stands as a coastal tourism icon in Bali; it not only attracts tourists but also plays a vital role in local community empowerment and the preservation of Hindu cultural values.

Geographically, Serangan Village is a coastal area surrounded by the sea, offering extraordinary natural tourism potential. Its white-sand beaches serve as a primary attraction for both domestic and international tourists. Serangan Village is also known for its strong adherence to Balinese Hindu values and traditions.

Sampling Technique Procedure

The local community—deeply religious and committed to the principles of *Tri Hita Karana* and *Tat Twam Asi*—makes this village an ideal social laboratory for examining the

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integration of Hindu values into Human Resource (HR) management within the tourism sector. The community's harmonious relationship with nature and spirituality positions Serangan as a model for implementing tourism grounded in local values and culture. Another reason for selecting this location is the active involvement of the community in tourism management. Local residents are not merely passive subjects of tourism activities but are active agents who manage, preserve, and develop the area's tourism potential. This aligns with the spirit of local economic empowerment, which is one of the dependent variables in this study..

Instruments

This study employs a quantitative approach utilizing a survey method for data collection. The data collection process comprises the following steps:

1. Sample Selection: The study sample is drawn from tourism stakeholders in Serangan Tourism Village, including tourism destination managers, local business operators, and visiting tourists. Random sampling is used to ensure a broader representation of the population.
2. Data Collection Instrument: Data is collected via a questionnaire designed around indicators that measure research variables such as service quality, economic empowerment, sustainability, social cohesion, and work professionalism. The questionnaire also includes questions regarding the integration of Hindu values into human resource management, utilizing a Likert scale to measure respondents' perceptions of these variables.
3. Data Collection Techniques: Data collection involves interviews, direct on-site observation, and the distribution of questionnaires to the selected sample. Interviews are conducted with tourism destination managers and local business operators, while observations are carried out to directly witness the application of Hindu values within tourism activities.

Data Collection

Based on the analysis, the researcher will draw conclusions regarding the impact of applying Hindu values within human resource management on tourism operations in Serangan Tourism Village. These conclusions will be linked to the guiding theoretical frameworks—specifically, value-based human resource management theory and sustainable tourism development theory. The researcher will also offer recommendations to tourism stakeholders and relevant parties in the village to enhance the quality of tourism management grounded in Hindu values, thereby supporting economic, social, and cultural

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sustainability. This research aims to provide deeper insight into how integrating Hindu values into human resource management can contribute to sustainable tourism development in Serangan Tourism Village, while simultaneously reinforcing the fundamental principles of the theories applied in the study.

Data Analysis

This study discusses the key findings of the research conducted. It begins by examining how the integration of Hindu values—such as *Tri Hita Karana* and *Tat Twam Asi*—influences the quality of tourism services in Serangan Tourism Village. It is anticipated that applying these values within human resource management will enhance service quality for tourists. A spiritually and culturally grounded approach fosters more authentic service, creating a deeper visitor experience that encourages repeat visits and builds long-term loyalty. Furthermore, the study explores how Hindu values contribute to the economic empowerment of the local community. Adopting a work ethic rooted in the *Tri Hita Karana* principles of togetherness and harmony helps residents improve their skills—not only technically but also in terms of professionalism and collaboration. Consequently, improved work quality leads to higher incomes for the community, directly benefiting the village's thriving tourism sector.

RESULTS

Furthermore, this study examines how the application of Hindu values supports tourism sustainability. Concepts such as *Tri Hita Karana* and *Tat Twam Asi*—which emphasize the balance between humanity, nature, and the Divine—play a crucial role in ensuring that tourism development in Serangan Tourism Village is not only economically profitable but also environmentally and socially responsible. This approach helps minimize negative environmental impacts and fosters sustainable tourism practices. Social cohesion and cultural preservation are also key aspects addressed in this study. The application of Hindu values in human resource management within the village contributes to strengthening social bonds among the local community. By prioritizing *gotong royong* (mutual cooperation) and mutual respect, relationships between individuals and groups are deepened, thereby reinforcing social ties. Additionally, these values help preserve local traditions and spirituality, which serve as major attractions for visiting tourists. Finally, the study evaluates how the application of Hindu values enhances the professionalism and work quality of tourism stakeholders in the village; by integrating principles of work ethics and spirituality, tourism practitioners are expected to deliver services that are more professional, hospitable, and attentive, ultimately enriching the tourist experience and creating a more harmonious

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and productive work environment. Overall, this research highlights the importance of integrating Hindu values into human resource management—not only to improve tourism service quality but also to empower the local community, support sustainability, and strengthen the social cohesion and cultural preservation that define the identity of Serangan Tourism Village.

DISCUSSION

The lack of systematic integration of Hindu values into human resource management has prevented the optimal utilization of Desa Serangan's spiritual and cultural potential. Many tourism stakeholders have not received value-based training, meaning service quality relies heavily on personal experience or long-standing customs; consequently, a gap exists between tourism promotions highlighting cultural uniqueness and the reality on the ground, which does not always consistently reflect those values. Integrating noble values into human resource management can provide an authentic competitive advantage that other destinations cannot easily replicate. Personnel who work with spiritual awareness and local values will demonstrate higher work motivation, professional dedication, and a stronger sense of ownership regarding their workplace and community. Hindu values in human resource management serve as vital social capital for sustaining the tourism village.

Desa Serangan possesses a social structure that supports this integration. The presence of the *desa adat* (traditional village), *banjar* (local community unit), and religious institutions offers ample scope for establishing training, guidance, and human resource management systems aligned with Hindu values. Designing policies that bridge these values with modern management practices is essential. Applying Hindu values to human resource management also aligns with the principles of a people-centered economy and sustainable development. By empowering local communities as key tourism actors and grounding work behavior in spiritual values, tourism becomes not merely a driver of economic growth but also a means to strengthen cultural identity and community well-being.

CONCLUSION

The implementation of Hindu values in human resource management has received limited academic attention, particularly within the context of tourism villages. Most research has focused on cultural aspects of tourism attractions rather than on the internal processes of workforce management and the administration of community-based tourism organizations. This situation highlights a research gap that needs to be addressed. This study aims to contribute theoretically to the development of human resource management based on local

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values while offering practical recommendations for tourism village managers, specifically in Serangan Village. Furthermore, the study holds strategic value in supporting Bali's vision as a hub for culture- and spirituality-based tourism. If tourism management is conducted without compromising local values, the resulting development will not only generate economic impact but also strengthen the community's social and spiritual cohesion.

Recommendations

Serangan Village has the potential to pioneer a work system aligned with Hindu values, demonstrating to the world that tourism rooted in local culture and spirituality is not only feasible but also highly relevant in addressing global challenges. Value-based human resource development will also cultivate a younger generation in Serangan that is not only proficient in technology and management but also possesses strong character and integrity, in accordance with their religious teachings. This research will delve deeply into the existing perceptions, experiences, and practices within the Serangan Village community and design an integrative approach that sustainably links values, culture, and human resource management.

Limitations and suggestions for further study

Through this approach, it is hoped that a Hindu value-based human resource management model will emerge—one that can be widely applied across various tourism villages in Bali and even in other regions of Indonesia that share similar cultural richness. Therefore, conducting a scholarly study capable of bridging local cultural values and human resource management practices in tourism is essential. Such a study not only supports sustainable development but also preserves the community's cultural and spiritual identity amidst the currents of globalization; given this complex yet promising context, research into the integration of Hindu values into human resource management in Serangan Tourism Village is highly relevant, urgent, and beneficial from both academic and practical perspectives.

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