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Human Resource Behavior And Cultural Preservation In Bali's Desa Adat Institutions: A Qualitative Study Of Hindu Religious Practices And Traditional Dance

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Abstract

Human resource behavior plays an important role in preserving religious and cultural practices within community-based institutions. In Bali, Desa Adat serves as an important institution in maintaining Hindu religious traditions, customary values, and cultural expressions that are transmitted across generations. This study aims to examine how human resource behavior contributes to the preservation of Hindu religious practices and traditional dance within Bali's Desa Adat institutions. This study employs a qualitative approach using semi-structured interviews, observation, and documentation. The collected data were identified, coded, categorized, and analyzed thematically to identify patterns of human resource behavior and cultural preservation. The findings identify several interconnected dimensions, including commitment, responsibility, participation, cooperation, cultural awareness, and cultural knowledge transfer. These dimensions support the continuity of Hindu religious practices, including upakara and religious activities, as well as the preservation of traditional dance through practice, participation, and cultural performance. The findings further indicate that intergenerational learning and community participation serve as important mechanisms for transferring cultural knowledge and maintaining cultural identity. Desa Adat provides an institutional foundation through customary values, collective responsibilities, community leadership, and social cooperation. The resulting model demonstrates that human resource behavior, cultural knowledge transfer, religious practices, and traditional dance are interconnected in supporting cultural continuity and intergenerational sustainability. This study highlights the importance of strengthening community participation and human resource behavior as part of sustainable cultural preservation in Bali's Desa Adat institutions.

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Keyword: Human Resource Behavior, Cultural Preservation, *Desa Adat*, Hindu Religious Practices, Traditional Dance, Bali.

INTRODUCTION

Human resource behavior plays an important role in determining how organizational values, cultural norms, and institutional responsibilities are translated into collective practices. In community-based institutions, human resources are not limited to formal employees but also include individuals and community members who participate in institutional activities and contribute to the achievement of shared cultural and social objectives. Their behavior is shaped not only by formal rules but also by social relationships, cultural values, moral principles, and collective responsibilities. Recent research demonstrates that social and cultural competencies, including communication, teamwork, adaptability, cultural awareness, and environmental consciousness, represent important human capabilities that can be strengthened through sustainable human resource management (Arooj et al., 2026). Similarly, sustainable human resource management in the digital era requires organizations to balance technological development with local cultural values, suggesting that human resource practices need to remain sensitive to the cultural contexts in which organizations operate (Gill, 2026).

Religious and cultural practices provide an important context for understanding human resource behavior because their continuity depends substantially on collective participation, responsibility, knowledge, and intergenerational learning. Hindu religious practices in Bali involve various forms of preparation, coordination, participation, and collective responsibility that connect individuals with their families, communities, and customary institutions. Within this context, human resource behavior can be understood through participation, commitment, cooperation, cultural awareness, responsibility, and willingness to preserve inherited practices. These characteristics are consistent with the broader perspective of sustainable human resource management, in which individual competencies become meaningful when embedded within organizational systems, cultural values, and continuous learning processes (Arooj et al., 2026). The integration of organizational culture and human resource practices has also been recognized as important for achieving broader organizational and sustainability outcomes (Ahmed et al., 2026).

The relationship between human resources and cultural preservation becomes particularly relevant within Bali's Desa Adat. As indigenous community institutions, Desa Adat provide an important social and cultural environment for maintaining customary values, religious practices, community cooperation, and local traditions. Research on Penglipuran

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demonstrates how cultural traditions and local wisdom contribute to the distinctiveness and sustainability of a Balinese community, illustrating the importance of collective cultural practices in maintaining local identity (Sumartini et al., 2026). Similarly, research on the strengthening of the Subak institution emphasizes the relationship between traditional village institutions, cultural tourism, and the philosophy of *Tri Hita Karana*, demonstrating how institutional and cultural structures can support the continuity of Balinese values (Purnamawati et al., 2026).

The preservation of Hindu religious practices is also inseparable from the transmission of cultural knowledge across generations. Within *Desa Adat*, younger generations are expected to acquire knowledge regarding customary responsibilities, religious practices, artistic traditions, and community values through participation and informal learning. This process suggests that cultural preservation is not simply a matter of maintaining physical artifacts or ceremonial forms but involves sustaining the human capabilities and behaviors required to reproduce cultural practices. Mahardika et al. (2026), through the development of the *Panca Datu* Logic Framework, emphasize the importance of institutional foundations in sustaining community-based programs and outcomes in Bali. Their framework reinforces the relevance of institutional capacity when examining whether cultural and community practices can continue beyond short-term participation or external support.

Traditional dance represents another important dimension of cultural preservation because it functions simultaneously as an artistic expression, cultural knowledge, and, in particular contexts, an element of Balinese Hindu tradition. The preservation of traditional dance requires not only artistic skills but also commitment, discipline, cultural understanding, participation, and intergenerational transmission. Kasmahidayat et al. (2025), in their qualitative study of Legong Pancer Langit, demonstrate that Balinese dance can embody Tri Hita Karana and function as a medium for cultural identity and intercultural engagement. Their study also shows that traditional dance can adapt to new contexts while retaining cultural meanings and symbolic elements.

Cultural preservation in Bali is therefore closely connected with the ability of community institutions and their members to negotiate continuity and change. Ristiani et al. (2026) demonstrate that cultural sustainability involves spiritual responsibility, collective rituals, cultural continuity, and the negotiation of meaning, with *Tri Hita Karana* providing a framework for relationships among humans, the divine, society, and nature. Their qualitative findings also indicate that cultural authenticity may encounter tensions when traditional or spiritual practices interact with broader social and cultural transformations. These findings suggest that cultural preservation should be understood as a dynamic process rather than the passive maintenance

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of existing traditions.

At the institutional level, the sustainability of culture-based practices also depends on governance, participation, and the capacity of local institutions to maintain cultural values while responding to contemporary challenges. Research on sustainable and culture-based tourism governance in Bali shows the continuing importance of institutional oversight in implementing policies that seek to balance tourism development with cultural sustainability (Jagaraga & Martini, 2026). Strategic human resource management can also contribute to cultural transformation by aligning leadership, employee engagement, knowledge management, and organizational values with desired cultural outcomes (Margana, 2026). These perspectives indicate that cultural preservation requires more than individual commitment; it requires institutional mechanisms that support participation, knowledge transmission, leadership, and collective responsibility.

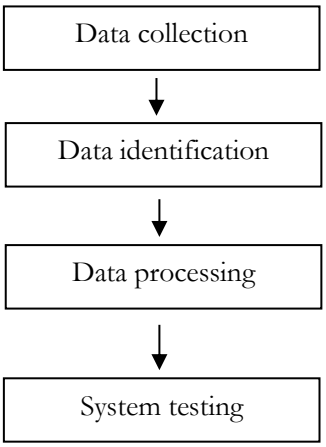
Despite the growing literature on sustainable human resource management, local wisdom, cultural sustainability, traditional institutions, and Balinese performing arts, limited attention has been given to how human resource behavior within *Desa Adat* contributes directly to the preservation of Hindu religious practices and traditional dance. Existing studies tend to examine human resource competencies, organizational sustainability, cultural tourism, institutional governance, or individual cultural expressions separately. The interaction between human resource behavior and the everyday preservation of religious and artistic practices within Desa Adat therefore remains insufficiently explored. This study addresses this gap through a qualitative approach that examines how participation, commitment, responsibility, cooperation, cultural awareness, and intergenerational knowledge transfer shape the continuity of Hindu religious practices and traditional dance within Bali's Desa Adat institutions. The study ultimately seeks to develop a contextual understanding of how human resource behavior functions as a mechanism for cultural preservation within indigenous community institutions in Bali.

METHOD

Data Collection involved semi-structured interviews, observations, and documentation involving selected Desa Adat members, community leaders, religious practitioners, and traditional dance practitioners. Data Identification focused on relevant information concerning human resource behavior, Hindu religious practices, traditional dance, cultural values, community participation, and cultural transmission. Data Coding and Thematic Analysis were conducted by coding interview and observation data and grouping them into recurring

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categories and themes. Data Validation and Interpretation were performed through source and method triangulation to strengthen the credibility of the findings. Finally, Cultural Preservation Model Development integrated the emerging themes to explain how human resource behavior, institutional values, community participation, and intergenerational knowledge transfer contribute to the preservation of Hindu religious practices and traditional dance in *Desa Adat* institutions.



RESULTS AND DISCUSSION

This study examines human resource behavior and its contribution to the preservation of Hindu religious practices and traditional dance within Bali's Desa Adat institutions. Based on the qualitative data obtained through interviews, observations, and documentation, six interconnected themes were identified: (1) cultural responsibility and commitment, (2) community participation and cooperation, (3) cultural knowledge and intergenerational learning, (4) preservation of Hindu religious practices and upakara, (5) preservation of traditional dance, and (6) institutional support and cultural sustainability. The themes demonstrate that cultural preservation is not only determined by the existence of traditional practices but also by the behavior, participation, knowledge, and commitment of human resources within the *Desa Adat* community.

Table 1. Themes of Human Resource Behavior and Cultural Preservation

No.	Emerging Theme	Main Findings
1	Cultural Responsibility and Commitment	Community members demonstrate responsibility and commitment in carrying out religious and cultural

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		activities.
2	Participation and Cooperation	Collective participation and *gotong royong* support the preparation and implementation of religious and cultural activities.
3	Cultural Knowledge and Intergenerational Learning	Cultural knowledge is transferred through participation, observation, guidance, and involvement of younger generations.
4	Hindu Religious Practices and *Upakara*	Human resource behavior supports the continuity of preparation and implementation of Hindu religious practices.
5	Traditional Dance Preservation	Participation, discipline, practice, and cultural understanding support the continuity of traditional dance.
6	Institutional Support and Cultural Sustainability	*Desa Adat* provides institutional structures, customary values, leadership, and collective mechanisms that support cultural preservation.

The results show that cultural responsibility and commitment constitute an important foundation of human resource behavior. Participation in religious and cultural activities is generally understood not merely as an individual choice but as part of collective responsibility within the community. Community members contribute their time, skills, and knowledge to activities associated with religious ceremonies and cultural events. This finding indicates that human resource behavior in Desa Adat is strongly embedded in collective values and social responsibility rather than being based exclusively on formal organizational obligations.

The second theme concerns community participation and cooperation. The findings indicate that the implementation of religious ceremonies and cultural activities requires coordination among community members. Cooperation is reflected in the division of responsibilities, preparation of ceremonial materials, organization of activities, and participation in collective events. Such behavior demonstrates that Desa Adat functions through social relationships and collective mechanisms that encourage members to contribute to shared cultural objectives. This finding is consistent with the importance of local wisdom and collective practices in sustaining Balinese cultural communities (Sumartini et al., 2026).

The third theme is cultural knowledge and intergenerational learning. The findings indicate that cultural knowledge is transmitted through direct participation, observation, informal

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instruction, and involvement in community activities. Younger members learn religious procedures, customary responsibilities, and artistic practices by participating alongside older generations. Therefore, cultural preservation is not simply a process of maintaining existing practices but also a process of transferring knowledge and behavioral values from one generation to another. This finding is relevant to the perspective of sustainable human resource management, which emphasizes the development of social and cultural competencies within organizational and community contexts (Arooj et al., 2026).

The fourth theme concerns Hindu religious practices and upakara. The findings indicate that human resource behavior contributes to the continuity of religious practices through participation, preparation, cooperation, and the execution of ceremonial responsibilities. Members of the community contribute different forms of knowledge and skills according to their respective abilities and responsibilities. These practices demonstrate that religious activities within Desa Adat are supported by collective human resources whose knowledge and participation are necessary for maintaining continuity. Consequently, the preservation of upakara involves not only maintaining ceremonial forms but also maintaining the human capabilities and cultural knowledge required to perform them.

The fifth theme is traditional dance preservation. The findings indicate that traditional dance preservation requires continuous practice, discipline, participation, and cultural understanding. Dance is not viewed solely as an artistic performance but also as a medium for transmitting cultural identity and values. Participation by younger generations is particularly important because it creates opportunities for knowledge and skills to be transferred between generations. This finding corresponds with Kasmahidayat et al. (2025), who demonstrate that Balinese traditional dance can function as an expression of cultural identity while maintaining cultural meanings in changing contexts.

The sixth theme relates to institutional support and cultural sustainability. The findings indicate that *Desa Adat* provides an institutional environment that facilitates collective participation, cultural learning, customary responsibilities, and the continuation of religious and artistic practices. Leadership, customary norms, community activities, and collective responsibilities provide mechanisms through which cultural practices can be maintained.

Cultural responsibility and commitment encourage participation, while cooperation facilitates collective implementation of religious and cultural activities. Participation creates opportunities for intergenerational learning, which supports the transmission of knowledge related to upakara and traditional dance. These processes are strengthened by the institutional role of Desa Adat, which provides customary values, social structures, leadership, and collective

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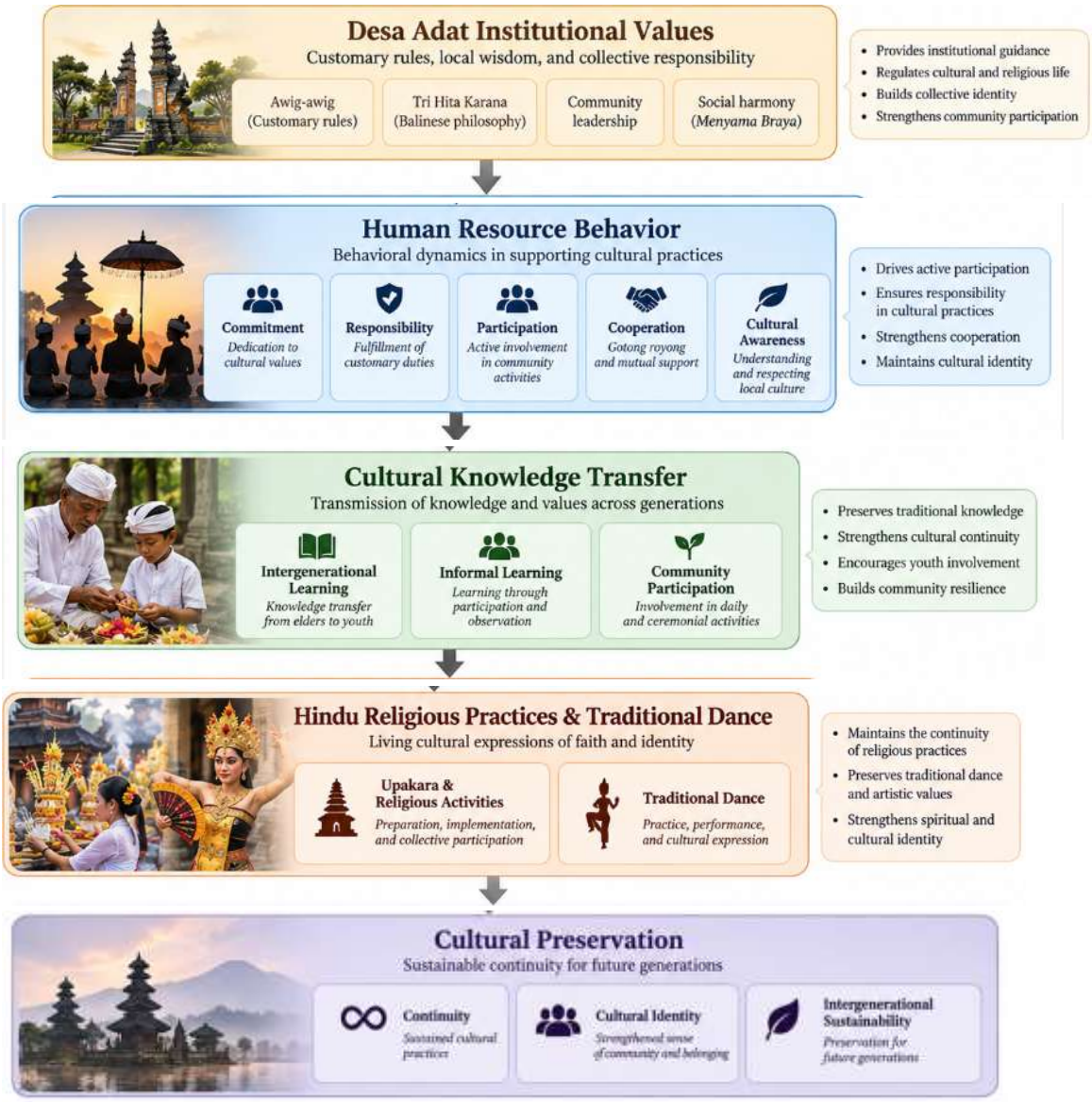
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mechanisms for maintaining cultural practices. The findings can therefore be synthesized into the following model:

Figure 4. Human Resource Behavior and Cultural Preservation Model in Bali's



Source: Developed by the researchers based on qualitative findings.

This model suggests that cultural preservation within *Desa Adat* is a continuous social and institutional process, in which human resource behavior connects institutional values with the practical continuation of Hindu religious practices and traditional dance. The finding

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complements previous research on cultural sustainability, which emphasizes spiritual responsibility, collective participation, and the continuity of cultural meaning (Ristiani et al., 2026).

CONCLUSION

This study concludes that human resource behavior plays an important role in preserving Hindu religious practices and traditional dance within Bali's *Desa Adat* institutions. Cultural preservation is supported by commitment, responsibility, participation, cooperation, cultural awareness, and intergenerational knowledge transfer. The findings demonstrate that Desa Adat provides an important institutional foundation for maintaining cultural continuity through collective participation and customary values. The resulting model highlights the interconnected roles of human resource behavior, cultural knowledge transfer, religious practices, traditional dance, and intergenerational sustainability in strengthening the preservation of Balinese Hindu cultural heritage.

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