

## **Tri Hita Karana Implementation Model in Sustainable Tourist Lodge Management**

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### **Abstract**

The rapid development of the tourism sector, particularly in culturally based destinations like Bali, has had a positive impact on the local economy but has also given rise to various social, cultural, and environmental problems. This study aims to identify the level of implementation of the Tri Hita Karana principles in the management of tourist cottages. The research was designed using a qualitative research approach with a case study method. Data collection methods included documentation, Focus Group Discussions (FGDs), interviews, and observations. Data analysis was conducted using a qualitative approach. The results show that the implementation of the THK concept at Song Broek Tourist Lodge has aligned with Tri Hita Karana principles across the parhyangan, pawongan, and palemahan aspects. Spiritual values are integrated into managerial practices, harmonious social relationships are established through active community involvement, and environmental sustainability is maintained through responsible resource management and environmental preservation. Based on these findings, this study formulates a practical and context-specific THK implementation model for sustainable tourism lodge management. The proposed model addresses three key challenges in tourism accommodation management: suboptimal integration of local wisdom values, limited community participation, and insufficient attention to environmental sustainability. The study contributes theoretically by reinforcing Tri Hita Karana as an operational framework for sustainable tourism and practically by providing guidance for tourism lodge managers and policymakers in developing sustainable, community-oriented, and culturally grounded accommodations.

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**Keywords:** Tri Hita Karana; Management; Sustainable Tourist Lodge.

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### **INTRODUCTION**

Tourism is one of the most promising and dynamic industries in the world; therefore, targeted and sustainable tourism planning and development are crucial, while still considering the environmental, economic, and social goals of the community. Sustainable tourism development management must maintain a high level of satisfaction with tourists' needs, ensure meaningful experiences, raise awareness of sustainability issues, and disseminate sustainable tourism practices (Streimikiene et al., 2021). Bali, as a leading global tourist destination, is known not only for its natural beauty but also for its local wisdom that supports sustainable tourism. According to Darmawijaya (2024), one of the local wisdoms that underpins Balinese culture and life is Tri Hita Karana (THK), a Balinese philosophy that emphasizes balance and harmony among three elements of life: the relationship between humans and God (Parhyangan), the relationship among humans (Pawongan), and the relationship between humans and the environment (Palemahan).

The Bali Provincial Government issued Regional Regulation (Perda) Number 5 of 2020 concerning Standards for the Implementation of Balinese Cultural Tourism. This regulation governs the implementation of the Tri Hita Karana principles in all aspects of cultural tourism. It aims to comprehensively organize Balinese cultural tourism based on the regional development vision of Nangun Sat Kerthi Loka Bali (“Bali’s Sacred and Prosperous World”) toward a New Era of Bali, emphasizing the quality, sustainability, and competitiveness of cultural tourism. In recent years, the global tourism landscape has undergone significant changes, with travelers becoming more selective and demanding. There is a growing trend toward sustainable tourism, in which travelers prioritize authenticity, sustainability, and flexibility in their travel choices. Consequently, demand for traditional, large-scale hotels has declined, while interest in alternative accommodations such as homestays, tourist lodges, and ecolodges has increased (Diwyarthi et al., 2025).

The application of the THK concept to tourist accommodations can create conditions that are not only environmentally friendly but also support the sustainability of local culture. Furthermore, the UNWTO (2017) emphasizes the importance of environmentally friendly and community-based accommodations in supporting sustainable tourism. Pitana and Gayatri (2005) emphasize that the application of THK values in the accommodation sector can strengthen the appeal of cultural tourism and improve tourism sustainability. This aligns with Goodwin’s (2011) opinion, which states that local community-based accommodations can serve as catalysts for village economic empowerment and environmental preservation. In line with global shifts in the hospitality sector, *pondok wisata* (tourist cottages) are becoming increasingly popular as accommodation options. These facilities offer more personalized and authentic experiences, allowing guests to connect with local culture and communities. At the same time, they help preserve the environment and promote sustainable practices. In Bali, *pondok wisata* that integrate local wisdom, traditional architecture, and sustainable practices such as energy conservation and waste management are becoming increasingly attractive to tourists (Diwyarthi et al., 2025).

*Pondok wisata* (tourist cottages) are types of accommodation facilities, either owned by individuals or companies, designed specifically for guest stays. Tourist lodges can also be private homes converted for guest use. The facilities offered at tourist lodges are typically simple; most do not provide food and beverages, although some offer free meals upon request. A distinguishing feature between tourist lodges and star-rated hotels is their generally lower rates. Furthermore, tourist lodges tend to be managed directly by their owners, unlike hotels, which employ full-time staff.

According to Pitana and Gayatri (2005), tourist lodges are often owned by local communities and can provide authentic experiences for tourists seeking to engage with local culture and daily life. This concept emphasizes interaction between tourists and the community, offering a deeper understanding of local customs, traditions, and lifestyles. Tourist lodges, especially those based on local culture, can serve as models for environmentally friendly and sustainable accommodation. However, tourist lodge management often lacks a full understanding of sustainability principles

and has not integrated them with local wisdom values that characterize the village (Chandran & Bhattacharya, 2022).

One tourist lodge in Bali that appears not to have optimally implemented the integrated THK concept is the Song Broek Tourist Lodge, located in Melinggih Village, Payangan District, Gianyar Regency, Bali Province. This accommodation has ten rooms equipped with en suite bathrooms, hot water, television, air conditioning, and front terraces. The traditional building design, predominantly made of wood, along with a lush garden and a swimming pool, attracts guests. Additionally, the Song Broek Tourist Lodge offers laundry services, a restaurant, and bicycle rentals to meet guest needs.

The Song Broek Tourist Lodge's strategic location in Melinggih Village, Payangan District, Gianyar Regency, is surrounded by lush green mountains and rice paddies and is approximately 10–15 kilometers from downtown Ubud, one of Bali's most popular tourist destinations. Accommodation plays a crucial role in tourism as a primary facility that provides firsthand experiences for visitors. The village's relatively remote location, far from crowded areas, makes it an ideal destination for travelers seeking peace and tranquility—thus presenting a promising business opportunity in the area.

However, the THK values, which reflect harmony among humans, the environment, and God in managing tourist accommodations, have not yet been fully implemented at the Song Broek Tourist Lodge. This has resulted in a less prominent local cultural identity in its tourism offerings. Consequently, the lodge has begun to lose the unique appeal that distinguishes it from other destinations.

Based on initial observations assessing the contribution of the Song Broek Tourist Lodge to sustainable tourism development, it was found that the lodge has not optimally integrated local wisdom values into its accommodation management. Furthermore, local community participation in management remains minimal, resulting in limited economic benefits for local residents. Additionally, the environmental impacts of the lodge's development activities still require serious attention.

From the observations, several issues in accommodation management were identified and reviewed through the three aspects of Tri Hita Karana (THK): Parhyangan, Pawongan, and Palemahan. From the Parhyangan (spiritual environment) aspect, the design of the buildings has not incorporated traditional Balinese architectural elements rich in spiritual meaning. Moreover, information on local sacred sites and religious ceremonies is not readily available to guests, and there are no spiritual or meditation tourism programs offered to enhance visitors' spiritual experiences.

Regarding the Pawongan (social environment), the tourist lodge does not provide sufficient communal spaces to encourage interaction between guests and staff. The reception area lacks comfort, human resource policies do not fully reflect fairness, and local community involvement in the lodge's operations remains limited. Guest service standards also fail to fully reflect Balinese hospitality, as evidenced by the absence of programs introducing Balinese traditions or cultural activities that facilitate guest–community interaction.

Meanwhile, from the Palemahan (physical environment) perspective, the arrangement of gardens and green areas remains suboptimal, waste management and recycling systems are inefficient, and building designs do not adopt energy-efficient technologies. This accommodation also does not participate in environmental conservation programs, serve organic or local food menus, or involve guests in environmental preservation efforts. Moreover, information on maintaining environmental sustainability during travel is minimal.

Sustainable tourism at the Song Broek Tourist Lodge has not yet been realized due to the incomplete implementation of THK values in accommodation management, as illustrated in the initial findings above. Based on these challenges, integrated implementation of THK concepts in the management of the Song Broek Tourist Lodge is necessary to achieve sustainable tourism.

Several previous studies have demonstrated successful THK implementation in accommodation management. Research by Pertiwi and Ludigdo (2013) indicates that environmental protection is key to sustainable tourism in Bali, emphasizing that THK can serve as a guideline for balancing tourism industry needs with environmental preservation. Thus, applying THK principles is relevant not only for accommodation management but also for the entire tourism ecosystem in Bali. Furthermore, research by Astuti et al. (2024) on implementing THK concepts to create eco-friendly hotels at Mimpri Resort Menjangan shows that adopting local values can reduce negative environmental impacts and enhance community engagement. They found that hotels implementing THK principles focus not only on profitability but also on social and environmental sustainability.

Research by Raharjana (2017) highlights that tourist cottages in Bali have great potential to develop as models for community-based tourism. By adopting local values such as THK, tourist cottages can create harmony between business management, community involvement, and environmental preservation. Similarly, research by Pramesti (2019) shows that implementing THK at Melia Bali Villas and Spa Resort not only increases a hotel's competitiveness but also contributes to the preservation of the local environment and culture. This aligns with findings that applying THK principles in managing tourist attractions can yield sustainable benefits for local communities and surrounding environments. In the tourism business context, accommodation plays an essential role as the primary facility that provides direct experiences to tourists.

As tourists increasingly value sustainability and cultural preservation, many tourism accommodations are now adopting environmentally friendly practices. Therefore, the THK model for accommodation management has emerged as a relevant solution. This model not only offers an approach that maintains environmental sustainability but also enhances attractiveness by integrating local cultural values into operational practices. Furthermore, it bridges traditional wisdom with modern tourism demands, which increasingly prioritize eco-friendly and community-based accommodations. Thus, the THK model can serve as an innovative strategy for tourism accommodations to address challenges and seize opportunities in developing sustainable tourism.

Based on the importance of implementing the THK concept to create harmony among tourism, the community, and the environment—and given its potential to provide innovative solutions for accommodation business management in Bali—this research aims to develop a

Model for Implementing THK in Sustainable Tourism Lodge Management: A Case Study of Song Broek Tourist Lodge, Melinggih Village, Payangan District, Gianyar Regency. The output of this research is a draft model for stakeholders on the application of THK in managing tourism accommodations. The resulting model will address three issues of sustainable tourism in tourist cottage accommodations: suboptimal integration of local wisdom values, minimal local community participation, and insufficient attention to environmental sustainability.

## **METHOD**

This research was designed using a qualitative research approach with a case study method. According to Moleong (2019), qualitative research produces descriptive data in the form of written or spoken words from observed objects during the study. This research was conducted at the Song Broek Tourist Lodge. The Song Broek Tourist Lodge offers a beautiful and calm atmosphere, suitable for tourists who want to enjoy the natural beauty of Bali while experiencing village life that remains rich in local culture. The lodge uses natural materials and prioritizes local community involvement in its management. The Song Broek Tourist Lodge was chosen because Tri Hita Karana (THK) values have not yet been fully implemented in its accommodation management. Meanwhile, Melinggih Village was selected as the research location because it is relatively remote and far from crowds, making it an ideal destination for tourists seeking peace and tranquility. Therefore, the provision of accommodation in the form of tourist lodges represents a potential business opportunity in this area. The purpose of the data collection method is to obtain information that aligns with the research objectives so that the researcher can gather comprehensive data, both verbal and written. This study employed documentation, Focus Group Discussions (FGDs), interviews, and observations as data collection methods. Data analysis was conducted using a qualitative approach, aiming to understand and interpret information obtained from these methods. The data analysis techniques used in this study included data validation testing (triangulation), interactive analysis, and descriptive analysis.

## **RESULT AND DISCUSSION**

### **Implementation of the Tri Hita Karana Concept in the Parhyangan Aspect**

The parhyangan aspect of the Tri Hita Karana concept emphasizes the harmonious relationship between humans and God as the spiritual foundation of all life activities, including the management of tourism enterprises. From the perspective of sustainable tourism, the parhyangan dimension functions as an ethical and moral value that shapes management orientation, service attitude, and respect for local belief systems. Therefore, the implementation of parhyangan is not assessed solely based on the presence of religious symbols but also on the internalization of spiritual values in the practical management of tourist lodges.

The research findings indicate that the implementation of the Tri Hita Karana concept in the parhyangan aspect at the Song Broek Tourist Lodge has been carried out in accordance with THK principles. This is evident from the presence of sacred spaces and religious symbols that are proportionally arranged following traditional Balinese spatial planning. The management

consistently performs religious activities as part of routine business operations, reflecting respect for spiritual values as a moral foundation in conducting tourism activities. Furthermore, parhyangan values are manifested not only in physical forms but also in the attitudes of the management toward tourists and the surrounding environment. Principles of harmony and balance serve as the basis for managerial decision-making, including maintaining a tranquil atmosphere, respecting religious holy days, and limiting activities that may disrupt the sacred values of the environment. These practices demonstrate that the spiritual dimension has been internalized as an ethical guideline rather than merely a cultural symbol.

These findings align with the Tri Hita Karana theory as a normative and operational framework that positions parhyangan as the foundation for achieving harmony in the pawongan and palemahan dimensions. Theoretically, parhyangan functions as a source of values guiding human behavior to align with sustainability principles. In the tourism context, the internalization of spiritual values is believed to encourage more responsible and long-term-oriented management practices (Paramita, 2025).

The results of this study are also consistent with the findings of Sanjaya et al. (2024), which indicate that culture-based accommodations in Bali that integrate spiritual values into their management tend to achieve higher levels of social acceptance and are better able to preserve local cultural authenticity. Earlier research by Haryono and Winasih (2022) further emphasized that the consistent implementation of the parhyangan aspect can strengthen destination identity and enhance the quality of tourist experiences through the creation of an atmosphere that is authentic and culturally meaningful.

Thus, the implementation of the Tri Hita Karana concept in the parhyangan aspect at the Song Broek Tourist Lodge can be categorized as being in accordance with THK principles. This success demonstrates that the spiritual dimension is not only normatively relevant but also makes a tangible contribution to supporting sustainable tourist lodge management rooted in local wisdom.

### **Implementation of the Tri Hita Karana Concept in the Pawongan Aspect**

The pawongan aspect of the Tri Hita Karana concept emphasizes harmonious relationships among human beings as the foundation for creating a balanced social life. In the context of tourism management, the pawongan dimension relates to fair and mutually respectful relationships among managers, employees, local communities, and tourists. From a sustainable tourism perspective, pawongan is positioned as a key element in ensuring that the benefits of tourism are socially distributed and contribute to the well-being of local communities.

The research findings indicate that the implementation of the Tri Hita Karana concept in the pawongan aspect at the Song Broek Tourist Lodge has been carried out in accordance with THK principles. The management actively involves local communities in various operational activities of the tourist lodge, both in meeting labor needs and in providing supporting services. This pattern of involvement reflects cooperative working relationships based on mutual trust, which constitute a core characteristic of social harmony within the pawongan concept.

Furthermore, the relationship between the management and the surrounding community is maintained harmoniously through open communication and respect for local social norms. Tourists

are also encouraged to respect local culture and customs through natural and ethical interactions. This condition demonstrates that pawongan values are not only practiced within internal management relations but are also reflected in patterns of interaction between tourists and the local community.

Theoretically, these findings are consistent with community-based tourism theory, which emphasizes that local community participation is a primary prerequisite for social sustainability in tourism (Maniagasi et al., 2025). When communities are actively involved and treated as partners, tourism functions not only as a source of income but also as a means of strengthening social cohesion. Within the Tri Hita Karana framework, the pawongan dimension serves as a bridge between spiritual values (parhyangan) and environmental responsibility (palemahan), thereby creating a holistic management system.

The results of this study are also consistent with the findings of Kusuma et al. (2021), which indicate that culture-based accommodations in Bali that apply principles of harmonious social relationships tend to gain strong social legitimacy from local communities. Earlier research by Sukawati et al. (2021) further emphasized that consistent implementation of the pawongan aspect can enhance the quality of tourist experiences through authentic and meaningful social interactions.

Thus, the implementation of the Tri Hita Karana concept in the pawongan aspect at the Song Broek Tourist Lodge can be categorized as being in accordance with THK principles. The implementation of this dimension demonstrates that harmonious human relationships are not merely normative values but also function tangibly in supporting sustainable tourist lodge management rooted in local wisdom.

### **Implementation of the Tri Hita Karana Concept in the Palemahan Aspect**

The palemahan aspect of the Tri Hita Karana concept emphasizes harmonious relationships between humans and the natural environment as a prerequisite for the sustainability of life. In the context of tourism, the palemahan dimension is closely related to responsible environmental management, the conservation of natural resources, and efforts to minimize the ecological impacts of tourism activities. Therefore, the implementation of palemahan serves as an important indicator in assessing the sustainability of tourist lodge management.

The research findings indicate that the implementation of the Tri Hita Karana concept in the palemahan aspect at the Song Broek Tourist Lodge is in line with THK principles. The management consistently preserves the surrounding environment through spatial planning that integrates harmoniously with nature, the maintenance of local vegetation, and sustained efforts to ensure environmental cleanliness and comfort. These practices reflect an awareness that the natural environment is not merely an economic asset but an integral part of the life system whose balance must be maintained.

In addition, the management of the tourist lodge demonstrates concern for the prudent use of natural resources. Water and energy are utilized proportionally according to operational needs, supported by management practices that avoid excessive consumption. The management also applies waste reduction principles by minimizing the use of single-use materials and maintaining

waste management systems that prevent environmental pollution. These practices indicate that palemahan values have been internalized within daily operational activities.

Theoretically, these findings are consistent with sustainable tourism theory, which emphasizes the importance of maintaining environmental carrying capacity as the foundation for long-term sustainability (Zekan et al., 2022). Within the Tri Hita Karana framework, palemahan represents a concrete manifestation of human responsibility toward nature, which not only contributes to environmental preservation but also enhances the quality of the tourism experience. A well-preserved natural environment creates a comfortable, healthy, and authentic atmosphere for tourists.

The results of this study are also consistent with previous research by Eddy and Haris (2020), which indicates that culture-based accommodations in Bali that consistently apply environmental conservation principles tend to possess higher competitiveness and gain a positive image as environmentally responsible destinations. Research by Kurniawan et al. (2024) further emphasizes that the integration of palemahan values into accommodation management contributes significantly to environmental sustainability and increases tourist acceptance of environmentally friendly tourism practices.

Thus, the implementation of the Tri Hita Karana concept in the palemahan aspect at the Song Broek Tourist Lodge can be categorized as being aligned with THK principles. The implementation of this dimension demonstrates that harmonious relationships between humans and the natural environment are not merely normative concepts but have been tangibly realized in sustainable tourist lodge management rooted in local wisdom.

### **Model Implementation of Tri Hita Karana in Sustainable Tourism Lodge Management**

This study produces a model for implementing the Tri Hita Karana (THK) concept in sustainable tourism lodge management, using the Song Broek Tourist Lodge as a case study. The model is formulated based on empirical findings and analytical synthesis of the implementation of THK across the parhyangan, pawongan, and palemahan dimensions. The development of this model directly responds to the research objective, which seeks to provide an innovative and contextually grounded framework for managing tourism-type accommodations in Bali.

The results of the study indicate that the integration of local wisdom values through the THK framework can be operationalized effectively when each dimension is translated into concrete managerial practices. In this model, parhyangan functions as the ethical and spiritual foundation of lodge management, guiding decision-making processes, service orientation, and respect for sacred values. The consistent application of parhyangan ensures that tourism activities remain aligned with Balinese cultural and spiritual principles, thereby addressing the issue of suboptimal integration of local wisdom in accommodation management.

The pawongan dimension in the proposed model emphasizes inclusive social relations and active local community participation. The findings demonstrate that involving local residents as partners in operational activities strengthens social legitimacy and enhances the sustainability of tourism enterprises. By formalizing cooperative relationships, communication mechanisms, and

community engagement practices, the model addresses the issue of minimal local community participation and positions the community as a key stakeholder rather than a passive beneficiary.

Meanwhile, the palemahan dimension focuses on environmental sustainability through responsible resource management, the preservation of natural landscapes, and environmentally conscious operational practices. The findings confirm that aligning lodge management with palemahan values contributes to maintaining environmental balance while simultaneously improving the quality of the tourist experience. In the proposed model, environmental responsibility is integrated into daily operations, thereby addressing the issue of insufficient attention to environmental sustainability in tourism accommodation management.

From a theoretical perspective, this model reinforces the position of Tri Hita Karana as both a normative philosophy and an operational management framework for sustainable tourism. Unlike generic sustainability models, the proposed THK-based model is deeply rooted in local wisdom and socio-cultural contexts, making it particularly relevant for small-scale tourism accommodations in Bali. The model also contributes to sustainable tourism literature by demonstrating how indigenous value systems can be systematically institutionalized into contemporary tourism management practices.

Overall, the proposed model provides a practical and adaptable framework for tourism lodge operators, policymakers, and community stakeholders. By integrating spiritual values, social inclusiveness, and environmental responsibility into a unified management system, the model offers a comprehensive solution to the three core challenges of sustainable tourism lodge management: weak integration of local wisdom values, limited community participation, and inadequate environmental stewardship. Consequently, this model offers a strategic pathway for strengthening sustainable tourism development rooted in Balinese local wisdom.

## CONCLUSION

This study aimed to develop a model for implementing the Tri Hita Karana (THK) concept in sustainable tourism lodge management, using the Song Broek Tourist Lodge in Melinggih Village, Payangan District, Gianyar Regency, as a case study. Based on the research findings and discussion, it can be concluded that the implementation of the THK concept across the parhyangan, pawongan, and palemahan aspects has been aligned with Tri Hita Karana principles and has formed a management system oriented toward sustainability.

In the parhyangan aspect, spiritual values have been internalized in lodge management practices through respect for sacred values, the conduct of religious activities, and the application of harmony principles in managerial decision-making. The pawongan aspect is reflected in harmonious social relationships among management, local communities, and tourists, manifested through the involvement of local communities as partners in lodge operations. Meanwhile, the palemahan aspect is implemented through responsible environmental management, the preservation of natural surroundings, and the prudent use of resources.

The synthesis of these three dimensions results in a THK implementation model that is both applicable and context-specific for sustainable tourism lodge management. The model

demonstrates that the integration of local wisdom values, strengthened community participation, and environmental responsibility can be operationalized simultaneously within a unified management framework. Theoretically, this study reinforces the position of Tri Hita Karana not merely as a normative philosophy but also as an operational framework relevant to sustainable tourism development. Practically, the proposed model can serve as a reference for tourism lodge managers, policymakers, and communities in developing tourism accommodations that are competitive, sustainable, and firmly rooted in Balinese local wisdom.

Based on these findings, it is recommended that lodge managers more formally institutionalize THK practices into standard operating procedures, staff training, and guest engagement programs while strengthening partnerships with local communities through structured and equitable collaboration mechanisms. Local governments and policymakers are encouraged to integrate the THK-based model into tourism development regulations and guidelines, provide ongoing capacity-building support, and develop certification or recognition systems for accommodations that implement sustainability principles grounded in local wisdom.

For future research, longitudinal studies are recommended to assess the long-term impacts of the THK model, explore its applicability across diverse accommodation types and cultural contexts, and develop quantitative indicators to more comprehensively evaluate the effectiveness of each THK dimension.

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