



Leadership Ethics in the Perspective of Tri Hita Karana and Hastabrata

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ABSTRACT: Leadership ethics are a fundamental component in creating harmony and organizational success. The Hindu perspective through the concepts of Tri Hita Karana (THK) and Hastabrata provides a unique view in forming an ideal leader. THK focuses on harmony between humans and God (Parahyangan), fellow humans (Pawongan), and the environment (Palemahan), while Hastabrata offers eight leadership characteristics inspired by natural elements. This article discusses the relevance of these two concepts in modern leadership, using a descriptive-qualitative approach based on literature studies. The results of the study indicate that the application of THK and Hastabrata values is not only relevant in the context of local culture but also provides ethical insight for global leaders. With good integration, these two concepts are able to create leaders who are not only ethical but also visionary and innovative, relevant to the needs of today's organizations.

KEYWORDS: Leadership Ethics, Tri Hita Karana, Hastabrata

INTRODUCTION

Leadership is the ability to influence and direct others in achieving common goals. This concept is not only related to managerial functions, but also concerns the moral and spiritual values that underlie the actions of a leader. In the Hindu tradition, leadership is not merely seen as a technical activity, but rather an art guided by ethics and spiritual values. This is in line with the views (Sauer & Kauffeld, 2015; Bolden, 2016; Western S, 2019; Storey et al., 2016), which state that leadership is individual behavior that directs groups to achieve common goals. Effective leaders focus not only on results, but also on processes that uphold integrity, trust, and respect for collective values. This view positions leadership as a combination of technical skills, interpersonal skills, and ethical commitment, all of which are needed to create harmony in a group. This is important not only in the context of modern organizations, but also in cultural traditions that view leadership as a means of connecting humans with higher spiritual and social values. For example, in the Hindu context, leadership is defined as the process of creating balance between human relationships with God (Parahyangan), fellow human beings (Pawongan), and the environment (Palemahan), as taught in the principles of Tri Hita Karana. Thus, leadership becomes more than just an act of influencing; it is a process of building shared goals based on ethical values, which ultimately increases trust and integrity within a group or organization.

Leadership ethics are an important element in shaping the behavior of leaders with integrity and justice. In the Hindu context, there are two main concepts that serve as guidelines for leadership ethics, namely Tri Hita Karana (THK) and Hastabrata. THK emphasizes the harmony of human relations with God (Parahyangan), fellow human beings (Pawongan), and the environment (Palemahan), all of which form the foundation of balance in life and organizations. Research by (Sutawa, 2012; Sapta et al., 2021; Agus et al., 2021) shows that the THK principle is able to create harmony in organizational management by integrating spiritual, social, and ecological values. Leadership ethics are a crucial element in shaping the behavior of leaders with integrity and justice. This ethic not only functions as a moral guide, but also as a basis for creating responsible leadership that is oriented towards the common welfare.

In the context of Hindu tradition, there are two main concepts that serve as guidelines for ethical leadership, namely Tri Hita Karana and Hastabrata. Tri Hita Karana emphasizes the importance of harmony in three main relationships, namely the relationship between humans and God (Parahyangan), the relationship between humans and others (Pawongan), and the relationship between humans and the environment (Palemahan). These three relationships form the foundation of ideal balance in personal and organizational life. In the context of modern management, THK functions as a holistic framework for creating harmony that includes spiritual, social, and ecological aspects, so that it can be an ethical guide in decision making. Research by Sutawa (2012), Sapta et al. (2021) and Agus et al., (2021) provides empirical evidence on the relevance and effectiveness of THK principles in organizational management. Sutawa (2012) shows that the application of THK in tourism development in Bali has succeeded in creating a balance between economic benefits, environmental sustainability, and social welfare. Sapta et al. (2021) found that the integration of THK



values into business strategies improves the relationship between organizations and local communities, creating greater trust. Meanwhile, Agus et al., (2021) emphasized that the application of THK in ecological character education can increase environmental awareness, which is relevant for sustainability-oriented organizations. The THK principles not only provide strong ethical guidance but also form the basis for creating harmony in the organization through the integration of spiritual, social, and ecological values, all of which contribute to long-term sustainability.

Meanwhile, Hastabrata, which is rooted in the philosophy of the eight elements of nature, offers ideal characteristics that a leader must have. This philosophy teaches the importance of emulating the characteristics of nature, such as the patient and stable earth, flexible and adaptive water, the sun that provides energy and warmth without discrimination, and other elements such as wind, moon, fire, and ocean, each of which has ethical and symbolic meaning. By emulating these values, a leader can become visionary, wise, and empathetic, so that they are able to face the challenges of globalization and the dynamics of change more resiliently. The Hastabrata concept is very relevant in forming leaders who are not only oriented towards results, but also uphold moral values in every decision-making. Research by Brown et al. (2005), Mayer et al. (2009), Walumbwa and Schaubroeck (2009), Kalshoven et al. (2011), and Bedi et al (2016) emphasizes the importance of ethical values in leadership to build trust and integrity in the work environment. The results of the study indicate that ethical leadership behavior can create a safe work environment, increase employee loyalty, and strengthen the reputation of the organization. However, the application of ethical values in the world of modern management often faces obstacles. Leaders are often in a dilemma when they have to balance the pragmatic needs of the organization with ideal moral principles. An example is the pressure to achieve short-term financial targets that may conflict with the principle of long-term sustainability. This dilemma is increasingly complex in the era of globalization, where leadership must adapt to multicultural contexts and the needs of various stakeholders.

These challenges highlight the importance of further exploration of how local concepts such as Tri Hita Karana (THK) and Hastabrata can be integrated into contemporary leadership. By combining rich local values with modern management practices, leaders can create a more holistic and ethical approach, thereby making meaningful contributions to the organization while maintaining harmony with society and the environment. This study aims to explore two main research questions: first, how THK principles can be applied in modern leadership, and second, how Hastabrata concepts enrich ethical values in leadership. This article is expected to contribute to bridging local values and global leadership needs, creating an ethical and sustainable approach. Integrating THK and Hastabrata concepts into modern leadership practices can provide a strong ethical foundation, which not only enhances organizational effectiveness but also ensures sustainability and social responsibility in the long term.

METHOD

This study uses a descriptive-qualitative approach to explore the relevance of the Tri Hita Karana (THK) and Hastabrata concepts in the context of modern leadership. The descriptive-qualitative approach was chosen because it allows researchers to understand social phenomena and cultural values in depth, and contextualize them into current leadership practices. This approach aims to explain how local values can be applied in a dynamic management environment, with a focus on ethical and sustainability aspects. Data were collected through a literature study using reliable sources, such as relevant scientific journals, books, and academic articles. These sources were identified through a systematic search in databases such as Google Scholar, Springer, and Scopus. The search process used keywords that included "Tri Hita Karana," "Hastabrata," "ethical leadership," and "sustainable management." In this way, researchers can ensure that the data used has academic validity and relevance to the research topic.

Data were analyzed using a descriptive qualitative and narrative approach to understand the relevance of the Tri Hita Karana (THK) and Hastabrata concepts in modern leadership. The analysis process involves collecting, understanding, and compiling data from various literatures to illustrate how the ethical values of the two concepts are applied in leadership practices. Data triangulation is done by comparing information from various sources to ensure the validity and consistency of the findings. The results of this analysis are presented in the form of a narrative that describes the relationship between the principles of THK and Hastabrata with the formation of ethical leadership in the modern era.

DISCUSSION

Implementation of Tri Hita Karana in Modern Leadership



Tri Hita Karana (THK) places Parahyangan, the relationship between humans and God, as the main element in creating harmony, including in the context of the organization. This approach can be implemented through spiritual leadership, where leaders prioritize moral values, integrity, and spiritual responsibility in decision-making and daily interactions. Spiritual leadership also includes mindfulness practices that have been shown to increase employee engagement, well-being, and productivity. For example, Google has adopted the Search Inside Yourself program, which focuses on developing mindfulness in the workplace, creating a happier and more creative work culture. Research shows that this program is able to increase psychological capital, emotional intelligence, and positive perceptions of work resources (Brown et al., 2005), (Kalshoven et al, 2011). This implementation shows that spiritual values not only provide moral guidance but also improve harmonious and productive work relationships. Therefore, THK, through a spiritual leadership approach, offers a relevant ethical framework to create a balance between organizational goals and individual well-being in modern organizations.

Pawongan or human relations with others, emphasizes the importance of collaboration and empathy in leadership. Leaders who understand the essence of social harmony tend to create an inclusive work environment and encourage diversity and teamwork. As (Brown et al., 2005), explains that Ethical leadership is associated with aspects like considerate behavior, honesty, leader trustworthiness, fairness in interactions, socialized charismatic leadership (reflected in the idealized influence component of transformational leadership), and strict supervision, though it does not encompass all these elements. It influences outcomes such as how effective followers perceive their leaders to be, employee job satisfaction and commitment, as well as their readiness to raise concerns with management.

Several other studies have shown that well-managed diversity can increase innovation, creativity, and team performance (Mayer et al., 2009); (Neubert, 2009). In addition, leadership that supports these social values has also been shown to strengthen employee trust and engagement ((Walumbwa & Schaubroeck, 2009); (Bedi, 2016)). In the context of Tri Hita Karana teachings, the Pawongan aspect can be integrated to create harmonious and productive relationships in organizations, providing a relevant ethical foundation for modern leadership (Sutawa, 2012; Sapta et al., 2021). Thus, the application of these values contributes significantly to organizational success amidst global challenges.

Palemahan or human relationship with the environment, emphasizes the importance of preserving nature. In modern leadership, this principle is manifested through sustainability policies, such as the use of renewable energy and responsible waste management. Companies such as Patagonia have made sustainability a core organizational strategy, focusing on environmentally friendly business practices and social responsibility (Cultures., n.d.). Studies show that ecological innovation in waste management can improve company performance, especially when supported by strong environmental, social, and governance (ESG) performance (Albitar et al., 2024). In addition, transparent disclosure of waste management practices plays a key role in the decarbonization process of the energy sector (Di Vaio et al., 2024). Sustainable waste management policies are also a key factor in the energy transition and circular economy. By implementing a comprehensive sustainability policy, companies can make a significant contribution to environmental preservation while achieving a competitive advantage in the industry. In modern leadership, this is implemented through sustainability policies, such as the use of renewable energy or responsible waste management.

The Tri Hita Karana (THK) concept can be applied in strategic management to create a balance between organizational goals, employee welfare, and social responsibility. In practice, leaders can use THK as a framework for decision-making that considers economic, social, and environmental impacts holistically. This approach is in line with the principles of Corporate Social Responsibility (CSR) which emphasize the importance of integrating local values into business strategies to achieve sustainability. A study by Windia and Dewi (2007) showed that the application of THK values in business can improve organizational performance by creating harmony between spiritual, social, and environmental aspects. In addition, research by Suparsabawa and Kustina (2016) revealed that the implementation of Good Corporate Governance (GCG) combined with THK culture has a positive effect on the managerial performance of Village Credit Institutions (LPD) in Bali. Furthermore, Kustina et al. (2016) in analyzing the impact of credit restructuring policies on profits and liquidity of BPRs in Badung Regency emphasized the importance of a balance between economic interests and social welfare in managerial decision-making. The implementation of THK is also relevant in the context of the subak irrigation system in Bali, where harmony between humans, the environment, and spirituality is the key to the sustainability of the traditional agricultural system (Wandia et al, 2003). Thus, the integration of the THK concept in strategic management can be an effective approach to achieving a balance between profitability, employee welfare, and corporate social responsibility.



THK encourages leaders to build harmonious relationships with all stakeholders, including employees, customers, and local communities. This approach allows leaders to build a good reputation and gain greater support in implementing organizational policies. In the era of globalization, THK values are relevant because they integrate universal harmony that transcends cultural boundaries. Leaders who implement THK can bridge cultural differences, create an adaptive work environment, and provide examples of ethical leadership that are widely accepted.

Hastabrata's Contribution to Leadership Ethical Values

Hastabrata is a Javanese leadership concept that emphasizes that an ideal leader must emulate the eight elements of nature: earth (patient), water (flexible), fire (brave), wind (adaptive), sun (giving), moon (beautiful), stars (guidance), and ocean (wise). Each of these elements has ethical values that are relevant to be applied in modern leadership practices. For example, the nature of flexibility represented by water can help leaders adapt to changes in the dynamic business environment, as emphasized by Helmold and Samara (2021) on the importance of flexibility in modern management. In addition, the nature of giving represented by the sun can be realized through a leadership approach that empowers employees, as in the literature on humanistic leadership (FU, 2023). The element of courage represented by fire encourages leaders to make decisive and innovative decisions, which reflects the characteristics of post-heroic leadership in dealing with the complexities of modern organizations (Škerlavaj, 2022). By emulating these traits, leaders can develop a holistic approach that strengthens trust, commitment, and effectiveness in the organization. Hastabrata values are also in line with the concept of authentic leadership, which emphasizes transparency and alignment with core values, creating a harmonious and productive work culture. As in the study (Ogunyemi, & Ogunyemi, 2020), it is explained that authentic leaders are individuals who are honest with themselves and the core values they uphold, which they transmit to their followers to provide meaning, purpose, and empowerment in their activities, with a focus on well-being, integral development, and the achievement of organizational goals creatively and meaningfully. Therefore, the integration of Hastabrata values into contemporary leadership provides a strong ethical framework for facing modern business challenges.

Leaders who implement the elements of Hastabrata are able to act visionarily by placing the interests of the organization and society above personal interests. A real example of the application of this principle is Satya Nadella, CEO of Microsoft, who has succeeded in transforming the organizational culture to be more inclusive and adaptive. Under his leadership, Microsoft experienced significant changes by emphasizing the importance of diversity and inclusion in the work environment, which contributed to increased innovation and collaboration among employees (Ian, 2024). Nadella also encourages the adoption of a growth mindset, which allows organizations to be more responsive to changes and market challenges (Gizel Gomes, 2024). The leadership approach that emulates natural traits, as taught in Hastabrata, is in line with Nadella's practice in leading Microsoft to success in the digital era (Universitas Gajah Mada, 2012). Leaders who implement the elements of Hastabrata are able to act visionarily by placing the interests of the organization and society above personal interests. An example of its application is how leaders like Satya Nadella (Microsoft) have succeeded in transforming the organizational culture to be more inclusive and adaptive. By emphasizing values such as flexibility, courage, and wisdom, Nadella has succeeded in making Microsoft one of the world's leading technology companies.

The ocean element in Hastabrata symbolizes wisdom, which encourages leaders to make decisions based on moral values and in-depth analysis. In the corporate context, this principle is reflected in the implementation of data-based policies that still consider social impacts. This approach allows organizations to make decisions that are not only based on quantitative data analysis, but also take into account ethical implications and social welfare. For example, the use of big data in formulating public policies can improve social welfare if integrated with moral and ethical considerations (Alfiandi & Hapzi Al, 2024). In addition, data-based public policy evaluation in the digital era faces significant challenges and opportunities, which require serious attention to data quality and accuracy (Pusat Data dan Penelitian Terapan (P2DPT), 2024). The implementation of big data in political decision-making also provides an opportunity for policy makers to better understand voter behavior and preferences (Kepripos, n.d.). The integration of ocean-like wisdom into modern leadership practices ensures that strategic decisions are not only operationally effective but also in line with humanitarian values and social responsibility.

Characters such as courage (fire) and flexibility (water) are essential for leaders in facing challenges in the era of globalization. Leaders with courage are able to make firm decisions in uncertain situations, while flexibility allows adaptation to rapid change. A study by Knight and Cavusgil (2004), emphasized that companies that are innovative and have strong organizational capabilities



tend to be more successful in global expansion. In addition, a servant leadership approach that emphasizes flexibility and adaptability can improve team performance in a multicultural environment (Houston, 2022). Furthermore, Sarjito (2019) discussed the digital military leadership model that demands courage and flexibility in facing the industrial revolution 4.0. In the context of education, Rosyad and Maarif (2020) outlined the importance of the paradigm of democratic and Islamic education in facing the challenges of globalization, which requires flexibility in teaching approaches. Overall, the integration of courage and flexibility in leadership enables organizations to be more effective in navigating the complexities and dynamics of the global market.

Studies show that Hastabrata elements are relevant in building an adaptive and innovative global organizational culture. By combining eight elements of nature, Hastabrata offers a holistic leadership model that balances rational, emotional, and spiritual aspects. This approach is in line with the concept of Servant Leadership, which emphasizes the importance of serving and empowering organizational members to achieve common goals (Forbes, 2023). In addition, the integration of Hastabrata values with Transformational Leadership can drive positive change in organizations by emphasizing shared vision and collective inspiration (Dhiman & Kumar, 2020). The application of these principles in various sectors, including education, business, and government, can increase leadership effectiveness and organizational adaptability in facing global challenges (Graffoner, et al 2023). Thus, Hastabrata not only functions as a local cultural heritage but also as a universal framework for creating ethical and visionary leaders in the era of globalization.

CLOSING

Tri Hita Karana (THK) and Hastabrata offer a holistic approach that integrates spiritual, social, and environmental dimensions in building ethical leadership. These two concepts are not only relevant in the context of local culture but also have universal appeal, making them effective guides for creating visionary, integrity-based, and sustainability-oriented leaders. By combining harmony between humans, God, others, and nature (THK) and the ethical values of the eight elements of nature in Hastabrata, this approach provides solutions to answer the challenges of modern leadership in the era of globalization. Leadership based on THK and Hastabrata allows leaders to not only focus on short-term results, but also on balance and sustainability in the long term, making it relevant to be applied in various sectors, both locally and globally.

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