TRI HITA KARANA AND ORGANIZATIONAL COMPETENCIES: ANTECEDENTS OF COMPETITIVE ADVANTAGE IMPACTING SUSTAINABILITY IN BALI TOURISM

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ABSTRACT

Objective: This study intends to investigate the mediating role of competitive advantage in the influence of Tri Hita Karana and organizational competence on organizational sustainability in the human resources sector, as well as the effects of organizational culture, organizational competence, and competitive advantage on organizational sustainability.

Methods: This study employed quantitative data, and the Partial Least Square (PLS) technique in Structural Equation Modeling (SEM) was applied for the analysis. Purposive sampling, the sample technique employed, produced 178 general managers from Bali Province's four- and five-star hotels. With 148 respondents, the questionnaire had an 82% response rate.

Result: The findings indicate that whereas organizational competency has no discernible impact on sustainability, Tri Hita Karana has a positive and considerable influence on it. On the other hand, organizational sustainability is positively and significantly impacted by competitive advantage. Furthermore, there is a positive and noteworthy correlation between Tri Hita Karana and organizational competence and competitive advantage. Moreover, the influence of Tri Hita Karana and organizational competence on organizational sustainability is mediated by competitive advantage. The direct and indirect effects of external influences on internal factors are highlighted by these results, which also corroborate earlier studies.

Conclusion: This study sheds light on the mediating role that competitive advantage plays in the relationship between organizational sustainability and human resources-related elements such organizational culture, organizational skills, and competitive advantage.

Keywords: competitive advantages, organization competency, organization culture, sustainable organization.

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TRI HITA KARANA E COMPETÊNCIAS ORGANIZACIONAIS: ANTECEDENTES DE VANTAGEM COMPETITIVA QUE IMPACTAM A SUSTENTABILIDADE NO TURISMO DE BALI

RESUMO

Objetivo: Este estudo pretende investigar o papel mediador da vantagem competitiva na influência da Tri Hita Karana e a competência organizacional na sustentabilidade organizacional no setor de recursos humanos, bem como os efeitos da cultura organizacional, competência organizacional e vantagem competitiva na sustentabilidade organizacional.

Métodos: Este estudo empregou dados quantitativos, e a técnica Parcial Least Square (PLS) em Modelagem de Equações Estruturais (SEM) foi aplicada para a análise. A amostragem intencional, a técnica de amostragem empregada, produziu 178 gerentes gerais dos hotéis de quatro e cinco estrelas da Província de Bali. Com 148 respondentes, o questionário teve uma taxa de resposta de 82%.

Resultado: Os resultados indicam que, enquanto a competência organizacional não tem impacto perceptível na sustentabilidade, a Tri Hita Karana tem uma influência positiva e considerável sobre ela. Por outro lado, a sustentabilidade organizacional é positiva e significativamente afetada pela vantagem competitiva. Além disso, existe uma correlação positiva e notável entre a Tri Hita Karana e a competência organizacional e a vantagem competitiva. Além disso, a influência da Tri Hita Karana e a competência organizacional na sustentabilidade organizacional é mediada pela vantagem competitiva. Os efeitos diretos e indiretos de influências externas sobre fatores internos são destacados por estes resultados, que corroboram igualmente estudos anteriores.

Conclusão: Este estudo destaca o papel mediador que a vantagem competitiva desempenha na relação entre sustentabilidade organizacional e elementos relacionados aos recursos humanos, como cultura organizacional, habilidades organizacionais e vantagem competitiva.

Palavras-chave: vantagens competitivas, competência organizacional, cultura organizacional, organização sustentável.

1 INTRODUCTION

The global economic landscape, shaped by changes in lifestyle and technology, has profoundly influenced not only the tourism industry but also individuals. In response to flexible environmental conditions, the tourism industry and individuals are compelled to rethink their approaches to sustaining organizational life (Saputra & Murwaningsari, 2021). (Rahmafitria, (2014) Environmental changes, triggered by the burgeoning development of the tourism sector and other industries, have led to issues such as pollution, depletion of natural resources, and drought. Organizations, as contributors to environmental problems, incorporate various components related to the community
environment into their production processes. Many organizations exploit natural and
human resources to boost profits, leading to environmental damage and increased costs
in taxation, cleanliness, health, and environmental protection (Aykan, 2017).

Environmental damage, in turn, generates social problems for surrounding
communities, prompting demands for environmental social responsibility from the local
community. Tourists are increasingly considering environmentally-friendly concepts and
management when choosing accommodation facilities (Parameswari & Yugandhar,
2015). This shift in tourist consumption patterns has prompted organizations to
implement environmentally-friendly concepts, aiming to align operational activities with
the surrounding environment. Sustainable development, a crucial model for
organizations, is not merely theoretical but provides guidelines for addressing challenges
in the long term (Giovannoni & Fabietti, 2013).

Sustainability development as a concept is not only a theoretical approach, but
also a set of guidelines to solve various challenges that will only grow and become more
difficult to handle. In order to alleviate extreme poverty and achieve sustainable
development, the United Nations (UN) through the United Nations World Tourism
Organization (UNWTO) launched the Sustainable Development Goals (SDGs), a global
policy that members are required to follow locally (Rassanjani, 2018).

The adoption of sustainability policies by organizations reflects substantive
changes in business processes, integrating economic, social, and environmental
dimensions. The Global Reporting Initiative (GRI) establishes guidelines for reporting on
sustainability, offering insights into how an organization aids in the advancement of
sustainable development (Topik, 2022). However, research gaps exist in assessing
sustainable organizations, particularly regarding internal self-evaluation. The role of Tri
Hita Karana in creating competitive advantage needs more exploration within the
management field. Organizations' reactions to sustainable development challenges vary,
necessitating the integration of sustainability into Tri Hita Karana (Ningsih et al., 2015).

Research gaps also exist in understanding how organizational competencies
contribute to sustainable organizations. The convergence of individual and organizational
goals in developing competencies for sustainable principles requires attention
(Dullayaphut & Untachai, 2013). Different perspectives on an organization's ability to
create sustainable strategies contribute to competitive advantages. For example, the
application of local wisdom culture, Tri Hita Karana, can give a competitive advantage
in the tourism sector, as seen in a study on Ubud tourism (Astawa & Sukawati, 2016). However, challenges in implementing Tri Hita Karana persist in the industrial sector, with local wisdom not universally embraced and its effectiveness in achieving sustainable development yet to be tested.

2 THEORETICAL FRAMEWORK

2.1 RESOURCE BASED VIEW (RBV)

The Resource-Based View (RBV) is relevant for elucidating how HRM systems correlate with organizational effectiveness since the strategic planning of organizational structures frequently associates with the management of human resources. Rare and valuable resources possess the capability to confer a competitive edge to an organization, as they are challenging to replicate. VRIN organizational resources, with a particular emphasis on skilled employees, have the potential to establish and sustain long-term competitive advantages if effectively managed (Lorenzo et al., 2018). Employees endowed with robust values and distinct skills play a pivotal role in enabling organizations to cultivate sustainable competitive advantages, irrespective of the circumstances. However, it is imperative that the resources within an organization remain fortified and updated, given the heightened competitiveness prevailing in today's market (Fernández Portillo, 2015). This underscores the importance of ongoing efforts to enhance and adapt organizational assets to stay resilient and relevant in the ever-evolving business landscape.

2.2 STAKEHOLDER THEORY

Stakeholder theory posits that organizations are not entities solely driven by self-interest; rather, they must deliver value to a diverse array of stakeholders, including shareholders, creditors, consumers, suppliers, government, society, analysts, and other relevant parties (Gray et al., 1995). The viability of an organization is significantly shaped by the support extended by its stakeholders. According to Gray et al., (1995), the survival of an organization hinges on actively seeking and securing stakeholder support. The effectiveness of these efforts is contingent upon the influence and power wielded by the stakeholders. Notably, powerful stakeholders contribute to the organization's adaptability to its environment. Fundamentally, stakeholders possess the capacity to exert control or influence over the utilization of economic resources within the organization. Recognizing
and navigating these stakeholder dynamics becomes pivotal for organizational longevity and success in a complex and interconnected business landscape.

2.3 ANTECEDENTS OF SUSTAINABLE ORGANIZATION

2.3.1 Impact of Tri Hita Karana on Sustainable Organizations

Research conducted by Astawa & Sukawati, (2016) explains that the application of culture with local wisdom Tri Hita Karana in the tourism sector in Ubud is something unique and different so that Ubud tourism has a sustainable competitive advantage. Tri Hita Karana is unique in its dynamic characteristics which play an important role in ensuring the organization's sustainability (Winata, 2019). Tri Hita Karana values, especially pawongan values (human relations with humans) and social capital-based strategies are able to maintain the existence and increase organizational sustainability for credit institutions in Penglatan Village (Kusuma, 2020). Based on this empirical evidence, the following H1 can be formulated:

H1: Tri Hita Karana has a positive and significant effect on sustainable organizations

2.3.2 Impact of Organizational Competence on Sustainable Organizations

Seddighi & Mathew, (2020) reveal that the development of organizational competencies plays an important role in organizational innovation to ensure organizational survival and sustainable growth. Kusi-Sarpong et al., (2016) presented a framework for sustainable development. Bai & Sarkis, (2013) studied business process management (BPM) to help managers create more appropriate strategies. Field studies conducted in three Chinese manufacturers obtained results that four factors such as strategic alignment, managerial support, project management and collaborative environment influence organizations in the context of sustainability. Based on this empirical evidence, the following H2 can be formulated:

H2: Organizational competence has a positive and significant effect on sustainable organizations.

2.3.3 Impact of Competitive Advantage on Sustainable Organizations

The research results of Engert & Baumgartner, (2016) are a review of literature that can influence the success of the formulation and implementation of organizational
sustainability. Employees not only play a role in achieving higher goals and objectives at an individual level, but can also help encourage coworkers to follow in their footsteps in achieving better performance. The competitive advantage possessed by employees will help organizations achieve long-term sustainability, by increasing overall performance and productivity (Anwar, 2018). Based on this empirical evidence, the following H3 can be formulated:

H3: Competitive advantage has a positive and significant effect on sustainable organizations.

2.3.4 Impact of Tri Hita Karana on Competitive Advantage

The practical implications of a study conducted by Obaji et al., (2017) found that culture is considered the only resource that is different and very important for organizations in maintaining their competitive advantage. Research conducted by Nyoman et al., (2017) on LPD found that every individual who is part of the LPD, both heads and LPD administrators, must comply with every Tri Hita Karana-based culture that is adhered to and comply with all applicable regulations for the operational sustainability of the LPD as a financial institution, traditional village. Organizations that successfully align their strategy and structure with Tri Hita Karanacreate competitive advantage as a consequence leading to long-term performance (Joseph & Kibera, 2019). Based on this empirical evidence, the following

H4: Tri Hita Karana has a positive and significant effect on competitive advantage.

2.3.5 Impact of Organizational Competencies on Competitive Advantage

An organization's core competencies provide value to customers, and differentiation. Organizations need strategies that must be built on core competencies to have excellence in business life (Agha et al., 2011). Organizational core competencies are used effectively in organizations to create and maintain competitive advantage. Every organization develops, processes and applies core competencies to manage the resources owned by the organization (Afif et al., 2019). Based on this empirical evidence, the following H5 can be formulated:

H5: Organizational competencies has a positive and significant effect on competitive advantage.
2.4 INDIRECT INFLUENCE OF COMPETITIVE ADVANTAGE ON THE RELATIONSHIP BETWEEN TRI HITA KARANA AND SUSTAINABLE ORGANIZATION

Evidence from previous research by reports that competitive advantage fully mediates the relationship between organizational cultural intellectual capital and new venture competitive advantage. Margarida Rodrigues & Mário Franco, (2019) suggest that an organization's resources and market position are very important for the successful implementation of a sustainability strategy, where a resource-based view and competitive advantage are proven in increasing sustainability. Several literatures explain the importance of integrating organizational sustainability in organizations. Competitive advantage is a reflection of three dimensions that can influence sustainability (Kiron et al., 2012). Based on this empirical evidence, the following H6 can be formulated:

H6: Competitive advantage mediates the influence of Tri Hita Karana on sustainable organizations.

2.5 INDIRECT INFLUENCE OF COMPETITIVE ADVANTAGE ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMPETENCIES AND SUSTAINABLE ORGANIZATION

Engert & Baumgartner, (2016) suggest that the appropriate model framework combines three dimensions such as organizational goals, competitive advantage and internal/external legitimacy to increase organizational sustainability. Strategic planning, social responsibility, and systemic vision in management are considered important competencies for building organizational sustainability (Eizaguirre et al., 2019). Seddighi & Mathew, (2020) reveal that the development of organizational competencies plays an important role in organizational innovation to ensure organizational survival and sustainable growth.

H7: Competitive advantage mediates the influence of organizational competence on sustainable organizations.

The whole hypotheses, research variables relations and main measurements are illustrated in Figure 1.
3 METHODS

3.1 SAMPLE AND DATA COLLECTION

The study encompassed a total population of 178 hotels, comprising 116 four-star hotels and 62 five-star hotels across all districts and cities in Bali Province. The unit of analysis for this research is the organization (hotel), selected through probability sampling. General Managers, possessing a comprehensive understanding of hotel management issues, serve as the primary respondents. The evaluation of hotels, conducted through self-assessment by the general manager, ensures an objective appraisal, with the prospect of receiving an award contingent upon meeting specified terms and conditions. The research site involved a total sample size of 178 hotels, and data were successfully gathered from 148 respondents who completed the questionnaire.

3.2 DATA ANALYSIS TECHNIQUES

The study utilized quantitative data for all variables and employed multivariate analysis through the Structural Equation Model (SEM) using variance-based or component-based approaches, specifically Partial Least Squares (PLS). The SmartPLS program facilitated data evaluation in three stages: outer model testing, inner model testing, and hypothesis testing.
Outer model testing encompassed both convergent and discriminant validity checks. Convergent validity was assessed based on the outer loading coefficient, deeming a dataset valid if the coefficient was 0.50 or higher (> 0.50) and statistically significant at a p-value of 0.05 (F.Hair Jr. et al., 2019). Discriminant validity testing involved comparing the square root of the average variance extracted (AVE) with the correlation value between variables. Discriminant validity was established if the AVE exceeded the correlation value, with the AVE coefficient surpassing 0.50 (F.Hair Jr. et al., 2019). Reliability testing relied on Cronbach's alpha and composite reliability coefficients, considering a dataset reliable if both coefficients exceeded 0.70 (F.Hair Jr. et al., 2019).

Inner model testing of the research model involved the R-square coefficient (R2), predictive relevance Q-square (Q2), and goodness of fit (GoF) measures. Hypothesis testing was based on the path coefficient of each relationship between variables, with a significance level set at p-value 0.05.

A hypothesis was accepted if the p-value of the path coefficient was less than 0.05 (p-value < 0.05), and rejected if the p-value exceeded 0.05 (p-value > 0.05). Sufficient detail is provided to replicate the study, and any previously published methods are appropriately referenced, with modifications outlined as needed.

4 RESULT AND DISCUSSION

Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated using PLS software. Individual reflective measures are considered high if they correlate above 0.70 with the measured variable. In the initial stage of the study, measurement scales with loading values between 0.5 and 0.6 are deemed sufficiently adequate (Wiyono, 2011). This study will use a loading factor threshold of 0.5. The outer model values, or the correlations between variables, satisfy convergent validity with loading factors above 0.5. The variable "organizational culture" indicates that all indicators have outer loadings greater than 0.5. The indicator with the statement "The organization provides health assurance to employees" is the strongest measure of the Tri Hita Karana variable because it has the highest outer loading (0.868). Therefore, it can be stated that all twelve indicators of Tri Hita Karana are valid in responding to organizational culture.

The variable "organizational competence" shows that all statements have outer loadings above 0.5. The statement "The organization has the ability to develop specific,
realistic, and measurable work plans according to the organization's vision, mission, and long-term goals" is the strongest measure of the organizational competence variable with the highest outer loading (0.829). Thus, it can be stated that all statements of organizational competence are valid in measuring organizational competence.

The variable "competitive advantage" indicates that all statements have outer loadings above 0.5. The statement "Personnel policies in the organization facilitate employee development" is the strongest measure of the competitive advantage variable with the highest outer loading (0.873). Therefore, it can be stated that all statements of competitive advantage are valid in measuring competitive advantage.

The variable "sustainable organization" shows that all statements have outer loadings above 0.5. The statement "Managers and employees receive training and education on social and environmental responsibilities" is the strongest measure of the sustainable organization variable with the highest outer loading (0.895). Hence, it can be stated that all statements of sustainable organization are valid in measuring sustainable organization.

Table 1. Cronbach’s alpha and composite reliability

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach Alpha</th>
<th>Composite Reliability</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Organization</td>
<td>0.953</td>
<td>0.959</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>0.974</td>
<td>0.976</td>
<td>Reliable</td>
</tr>
<tr>
<td>Competency Organization</td>
<td>0.959</td>
<td>0.963</td>
<td>Reliable</td>
</tr>
<tr>
<td>Competitive Advantages</td>
<td>0.957</td>
<td>0.962</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Developed by Author (Widyagoca., et al, 2023)

The variables sustainable organization, organizational culture, organizational competence, and competitive advantage meet the criterion of composite reliability as their values are above the recommended threshold of 0.70, indicating that they are reliable. Based on the overall evaluation of convergent validity, discriminant validity, and composite reliability, as discussed above, it can be concluded that all the indicators as measures of latent variables are valid and reliable, enabling further testing. The analysis results also include the values of R2, as presented in Table 5.
Table 2. R-Square ($R^2$) coefficient

<table>
<thead>
<tr>
<th>Variable</th>
<th>$R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Advantages</td>
<td>0.821</td>
</tr>
<tr>
<td>Sustainable Organizations</td>
<td>0.853</td>
</tr>
</tbody>
</table>

Source: Developed by Author (Widyagoca., et al, 2023)

The R-square value of 0.821 for the variable "competitive advantage" indicates that 82.1% of its variability is explained by the variables of Tri Hita Karana and organizational competence included in the model. The remaining 17.9% of the variability is attributed to factors outside the model. Similarly, the variable "sustainable organization" has 85.3% of its variability explained by organizational culture, organizational competence, and competitive advantage, while 14.7% is explained by external factors not considered in the model. In addition to R-square, the model's goodness of fit can also be evaluated using Q-square, which measures the predictive relevance of the structural model. A Q-square value greater than 0 indicates that the model effectively predicts the observed data, while a Q-square value of ≤ 0 suggests a lack of predictive relevance. Calculating the Q-square value involves comparing the observed covariance matrix with the estimated covariance matrix from the structural model. The specific formula and calculation method for Q-square may depend on the SEM software or methodology used. For accurate Q-square values and further analysis, it is recommended to refer to the documentation or resources provided by the SEM software or methodology used in the study.

\[
Q\% = 1 - (1 - R1\%) (1 - R2\%)
\]

\[
= 1 - (1 - 0.821) (1 - 0.853)
\]

\[
= 1 - 0.026
\]

\[
= 0.974
\]

The calculation results show that the value of Q% is greater than 0 (0.974), indicating that the model is good as it has a high level of predictive relevance, specifically 97.4%. This indicates that the variation in the sustainable organization variable can be explained by the variables used in the model, namely organizational culture, organizational competence, and competitive advantage, while the remaining 2.6% is explained by other variables that are not included in the model.
Table 3. Path coefficient

| Variable Relationships                      | Original Sample (O) | T Statistics (|O/STDEV|) | Information |
|----------------------------------------------|---------------------|-----------------|-------------|
| Organization Culture -> Sustainable Organization | 0.346               | 4.331           | Accepted    |
| Organization Competency -> Sustainable Organization | 0.040               | 0.699           | Rejected    |
| Competitive Advantages -> Sustainable Organization | 0.570               | 7.164           | Accepted    |
| Organization Culture -> Competitive Advantages | 0.595               | 4.793           | Accepted    |
| Organization Competency -> Competitive Advantages | 0.362               | 2.791           | Accepted    |

Source: Developed by Author (Widyagoca., et al, 2023)

According to Table 4 and the results of the path coefficient test, the influence of Tri Hita Karana on sustainable organization is statistically significant with a positive effect. The coefficient value is 0.346, and the t-statistic value is 4.331, which is above the critical value of 1.96 at $\alpha = 0.05$. Therefore, H1 is accepted. However, the path coefficient test results for organizational competence on sustainable organization indicate a positive effect but with insignificance. The coefficient value is 0.040, and the t-statistic value is 0.699, which is below the critical value of 1.96. Therefore, H2 is rejected. On the other hand, the path coefficient test results for competitive advantage on sustainable organization show a significant positive effect. The coefficient value is 0.570, and the t-statistic value is 7.164, which exceeds the critical value of 1.96. Therefore, H3 is accepted. Furthermore, the path coefficient test results demonstrate a positive effect of Tri Hita Karana on competitive advantage, with a coefficient value of 0.595 and a t-statistic value of 4.793, which is significant at $\alpha = 0.05$. Hence, H4 is accepted. Similarly, the path coefficient test results indicate a positive effect of organizational competence on competitive advantage. The coefficient value is 0.362, and the t-statistic value is 2.791, which exceeds the critical value of 1.96. Therefore, H5 is accepted. Lastly, the path coefficient test results for the influence of Tri Hita Karana on sustainable organization, mediated by competitive advantage, show a positive effect with a coefficient value of 0.339. The t-statistic value is above the critical value of 1.96. Thus, H6 is accepted. These findings provide evidence for the relationships between organizational culture, organizational competence, competitive advantage, and sustainable organization as hypothesized.
The impact of Tri Hita Karana on competitive advantage is notably strong, with a coefficient of 4.793, surpassing the threshold of 1.96. The findings reveal a probability score of 0.000, which is below the 0.05 mark, with a positive sample estimate of 0.595, signifying Tri Hita Karana's positive effect on competitive advantage. Similarly, competitive advantage has a substantial effect on the sustainability of an organization, evidenced by a coefficient of 7.164, again exceeding the 1.96 benchmark. This relationship also shows a probability score of 0.000, with a positive sample estimate of 0.570, indicating that competitive advantage positively influences organizational sustainability. Furthermore, the direct impact of Tri Hita Karana on organizational sustainability is significant, with a coefficient of 4.331, which is beyond the 1.96 reference point. The associated probability value is 0.000, and the positive original sample estimate of 0.346 further confirms Tri Hita Karana's positive influence on organizational sustainability. Table 7 explains the three direct influences between the endogenous and exogenous variables, concluding that the mediating role of competitive advantage is in accordance with the mediator analysis procedure according to Hair et al. (2019:250), which is partial mediation (complementary).
The direct effect of organizational competence on sustainable organization is significant at 0.699 (smaller than 1.96). The test result indicates a probability value of 0.485 (greater than 0.05), and the original sample estimate is positive at 0.040, indicating a positive direction of the influence of organizational competence on sustainable organization. Table 8 explains the three effects between the endogenous and exogenous variables, concluding that the mediating role of competitive advantage is in line with the mediator analysis procedure according to F.Hair Jr. et al., (2019), which is full mediation.

5 CONCLUSION

The research findings have yielded several theoretical implications related to the Resource-Based View (RBV) theory. RBV theory posits that organizations adhere to prevailing rules, norms, and values in their environment, striving for performance and stability by adopting practices deemed acceptable by society and their surroundings. The first theoretical implication pertains to the evidence showing that Tri Hita Karana and competitive advantage positively and significantly influence sustainable organization. This aligns with RBV theory and the VRIN concept, indicating that adopting Tri Hita Karana practices can enhance sustainability as an effort to achieve performance and stability within the organizational environment.

The second theoretical implication does not entirely confirm RBV theory, as there are findings inconsistent with the theory. Organizational competence, while substantial, does not significantly impact sustainable organization directly. This suggests that despite having adequate competence, an organization may struggle to create sustainable practices if it fails to align with socially accepted norms in the community or industry. Institutions related to sustainability, such as environmental regulations and societal demands for responsible business practices, must be recognized as crucial forces shaping organizations.
The results indicate that competitive advantage serves as a partial mediator between Tri Hita Karana and organizational sustainability, and as a full mediator between organizational competence and sustainability. This highlights the vital intermediary function of competitive advantage in connecting Tri Hita Karana and organizational skills to sustainability. These outcomes reinforce the framework of the Resource-Based View (RBV) theory and its VRIN (value, rarity, inimitability, non-substitutability) concept, which proposes that organizations adjust to external conditions to ensure their survival.
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