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Tri Hita Karana: Very Intangible Resources in Building Organizational Resilience Upon Crisis Times (Study on local hotel operators in Bali)

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Abstract--Resources are a key strength that companies have in creating organizational resilience. Company resources, consisting of tangible resources and intangible resources, have been proven to be able to create organizational resilience. However, there is one type of resource that is abstract but is the basis for management in determining resilience strategies, namely spiritual values that have been ingrained in an area and also its people. This research is a qualitative research that explores very intangible resources in shaping organizational resilience in local hotel operators, in Bali. This study involved the owners and managers of local hotel operators in Bali as informants, who have experienced various crises and disasters during their operations. The results show that in determining disaster management strategies and deciding the policies to be taken, management always involves conscience to achieve mutual benefits. Their principle is togetherness, and mutual resilience. Based on THK's values, management creates company resilience by maintaining the sustainability of its employees, by meeting their basic needs. So that employees also give their efforts for the resilience of the organization where they belong. Financial gain is not the only thing that is used as a benchmark in achieving mutual resilience in disaster situations. But

how to maintain togetherness and kinship can ensure the integrity and resilience of local hotel operators in crisis and disaster situations.

Keywords---organizational resilience, very intangible resources, crisis and disaster.

1. Introduction

The tourism industry closely related to safety and security [1] is very vulnerable to crises and disasters. The impact on tourism is very significant, with both economic and social losses. This occurs due to a decrease in tourist demand for tourism products if tourist destinations cannot provide a sense of security and comfort for tourists. Based on data from [2] in 2021 it was reported that there were 432 natural disasters such as earthquakes, floods, droughts, and storms which resulted in economic losses of US\$ 252 billion. Furthermore, at the beginning of the semester of 2022, 187 natural disasters were recorded around the world. This resulted in 6,437 deaths, 50.5 million people affected, and an economic loss of US\$ 40.4 billion [3]. This condition has a direct impact on tourist destinations. This is also felt by other tourism-supporting industries such as accommodation providers. In a study conducted by McKinsey and company on the hospitality industry in Spain, it showed that the industry was one of the hardest-hit sectors compared to others [4].

The tourism industry is not ready to manage crises and disasters, even though they are aware that its existence is strongly influenced by environmental safety and security issues [5]. The recovery strategy and response carried out by organizations in overcoming the impact of the crisis is closely related to their ability to manage and utilize their resources. However, most of the tourism literature indicates that disaster response and recovery strategies are often ineffective. This is influenced by various factors, one of which is the character of the manager who plans and prepares the organization in dealing with crises and disasters [6], [7]. In addition, the organization also has a strong dependence on government funding and support. In addition, the lack of planning in dealing with crises and disasters has an impact on the speed and magnitude of their resilience to a volatile environment [8], [9]. Therefore resilience is a very important issue in the context of crises and disasters in the tourism industry.

Resilience in its literal sense is defined as the ability of the system to adapt the system and its main functions in the face of disturbances [10]. This definition is used by researchers in the field of tourism to understand the resilience of tourism organizations in facing and responding to increasingly intense environmental turbulences [11]–[13]. This indicates the importance of organizational capability both in the selection and in the utilization of its resources to achieve competitive advantage.

Competitive advantage can be achieved when the organization utilizes various resources, both tangible and intangible resources as well as possible [14]. In the context of resilience [15]–[18] proposes the forms of resources that organizations must have to build resilience. In their empirical research, it was found that

physical capital, human capital, and social capital are determinants that help the hotel industry in building resilience. In another study, it was stated that collaboration between stakeholders is also an important thing that can shape organizational resilience [19].

Previous studies have highlighted and proven the importance of tangible and intangible resources in building resilience. However, in the integrative framework proposed by [16], it is stated that there are elements of culture that can create organizational resilience. His research shows that local culture is very valuable in tackling ongoing disasters. [20], [21] state that corporate philosophy, morals, ethics, culture, and spirituality are company resources that are very intangible. One aspect of cultural capital is local wisdom [22], [23]. In the context of Bali tourism, which is identical to the element of spirituality and has local wisdom, it is deemed necessary to examine more deeply how these elements contribute to building resilience. Local wisdom possessed by a community can build enthusiasm and motivation in their lives. It is embedded in a person and affects their behavior in thinking and behaving [24], [25]. This element of spirituality is still rarely found in the tourism business literature in creating organizational resilience.

Tri Hita Karana (THK) is a philosophy that is very firmly held by the Balinese people. This concept of life contains three elements that build human balance and harmony with God, fellow humans, and the environment [26]. This philosophy greatly influences the behavior of Balinese people and has been stated in Balinese regional regulations. This of course also applies to entrepreneurs, including local entrepreneurs. Local hotel operators (LHO) which is the management of hotels and small villas in Bali has been affected by various disasters in the past, such as terrorism [27], and natural disasters [28]. For this reason, it is very relevant to examine the extent to which Balinese local values that contain elements of spirituality can build the resilience of the Balinese LHO organization.

This research is qualitative research that aims to explore the extent to which the elements of spirituality contained in local Balinese values can build resilience amid crisis and disaster situations for local hotel operators in Bali. The findings of this study are expected to be able to contribute, both theoretically and practically, to an explanation of how tourism businesses can recover in areas that are highly vulnerable to disasters, by basing spiritual values in their resilience strategies. This research will also enrich the resource base view [29] which seeks to explain how businesses use the various resources they have to be able to achieve competitive advantage. In the context of disaster, competitive advantage is meant in this case is resilience. Practically, the results of this study can be used as consideration for business managers and can enrich policy-making practices, by revealing the determinants of the resilience of local hotel operator organizations, in popular destinations that have experienced many disaster events.

2. Literature Review

Identifying the company's resources is useful for knowing the company's strength in dealing with crises and disasters. In this study, on the basis of the theoretical umbrella of RBV, studying resources that are very intangible or abstract, but are

the basic values held by the company in running its business can enrich the understanding of the company's resilience in facing crises and disasters today and also in the future.

2.1. Crisis and Disaster

Disaster by the council of the United Nations Council which specializes in dealing with disaster is a serious disruption of the functioning of a community involving human, material, and economic or environmental causes that cause losses and impacts that exceed the ability of the people who experience it or who are affected when they use their resources in overcoming this problem. While the crisis is defined as a dry event that causes significant change, and even a threat to the survival of the organization that exceeds the ability of the organization to overcome it. In the context of tourism crises and disasters can be seen as severe events that threaten the normal operation of tourism organizations, damage the reputation of the destination as a whole, and greatly affect the perception of tourists. This makes it difficult to restore the current condition using its resources [30], [31].

As stated by UNWTO (United Nation World Tourism Organisation), as well as Tourism Law No. 10 of 2009, the tourism industry is various types of interrelated tourism businesses that can produce goods and/or services to meet the needs of tourists. The tourism industry includes accommodation, food and beverage services, transportation, travel agents, cultural activities, sports activities, and entertainment. In traveling, tourists will enjoy a variety of tourism products. [32] states that the characteristics of tourism products are, first the product is intangible and its production and consumption are carried out at the same time. In addition, tourism products are easily damaged because supplies cannot be carried or stored for later use. The last one, tourism products are based on cooperation among many sectors (i.e. accommodation, F&B, recreation). Because of this linkage, when a crisis/disaster hits one sector, other sectors will be affected. This has led to the importance of the issue of resilience for the tourism industry, which is located in disaster-prone areas, and Bali is one of them.

Related to resilience, various studies have been conducted to determine the elements that makeup resilience. For example, [33] focus on stakeholders in building resilience. Furthermore, research by [13] also mentions the importance of the role of stakeholders in crisis and disaster management. However, his writing also mentions the importance of organizational learning, namely the learning process carried out by various tourism industries from past events that can form resilience.

How tourism organizations can recover from crises and disasters may differ on a case-by-case basis [34] so it is important to examine the resources and management capabilities needed to achieve resilience. The resources in question are management spiritual values that are used in making resilience strategies in crisis and disaster situations.

2.2 Resource Based View

The concept of a resource-based view was first presented by [35]. In his view, it is stated that the growth of the company is caused by the resources owned, because the company is a collection of productive resources, with a variety of products, and the administrative unit that manages these resources. Proponents of the RBV view or theory argue that organizational performance is mainly determined by internal resources consisting of physical resources, human resources, and organizational resources [36]. To be able to obtain optimal output from the resources owned, organizations need to identify and select important resources for product development.

RBV views organizations have heterogeneous resources. This means that the organization has various resources, both strategic and usually fully utilized, as well as resources that have not been or are not realized or are often referred to as slack resources. Slack resources themselves have the meaning of unused resources but can be used wisely [37], thus enabling organizations to adapt to the pressures of environmental changes [38]. In this context, local values adopted by the community are a form of intangible resources. Where these resources can not be directly seen and felt, but have been embedded in the values of people's lives. The concept of life in question is *tri hita karana* (THK), which emphasizes the principle of togetherness, harmony, and balance between economic goals, environmental and cultural preservation, aesthetics, and spirituality. The various activities carried out must be based on THK values, so that the activities carried out are beneficial not only for the people involved in the organization but also for the surrounding environment and the entire universe. THK is applied in daily and social activities with sincerity of heart, wrapped with the concept of harmony between humans and God, society, and the surrounding environment. By carrying out this philosophy, life is believed to be harmonious where people respect each other regardless of differences. The sense of ego will be suppressed, so that enlightenment appears which is manifested by an attitude of harmony, wise behaviour and wisdom itself.

2.3 Organizational Resilience

Organizational resilience is defined as the organization's ability to adapt to shocks or changes that occur in the organizational environment [39]. This is related to the company's ability to effectively absorb, develop responses to specific situations at hand, and ultimately engage in transformative activities, the goal of which is to take advantage of disruptive surprises that have the potential to threaten the company's survival [40].

In simple terms, resilience is defined as an organization's ability to manage uncertainty [41] which, when linked to tourism, is associated with socio-economic and environmental ambiguity, arising from catastrophic events, both natural and man-made [42].

Regarding organizational resilience in disaster management, [43] distinguishes three types of organizations. Type 1 is an organization that adopts a reactive approach to managing disaster events, where they make minimum preparations

to cope with possible disasters in the future. Furthermore, type 2 is an organization that goes beyond the minimum by investing in good practices in disaster prevention and mitigation. This is based on the availability of budget and resources. Finally, type 3 is an organization that demonstrates a proactive and integrated vision of disaster management, by embracing best practices and engaging in continuous learning for disaster preparedness and recovery.

In the tourism sector, type one is dominated by small and medium-sized tourism businesses. Its characteristic is that it has limited resources so it must be allocated carefully. Disaster uncertainty often prevents organizations from allocating more than the resources deemed necessary for disaster management.

2.4 The Balinese Context

Bali is a tourism area that is prone to disasters because it is located in an active geological zone. The disasters that often occur are earthquakes, volcanoes, and tsunamis [44]. According to Indonesia's national disaster management agency, every year the country is hit by approximately 2500 natural disasters of various types. Bali is one of the hotspots for volcanic eruptions, which occur periodically. Apart from natural disasters, man-made disasters also occurred such as the Bali Bombings in 2002 and 2005, which caused a significant decrease in the number of tourists, and caused a bad image for the island as a tourist destination. Efforts made by entrepreneurs are to provide large discounts supported by international tourism and disaster relief organizations [45].

Local hotel operators are one of the means of supporting tourism, namely businesses that manage accommodation, playing an important role in the existence of tourism, especially in Bali. This business cannot be separated from the issue of crises and disasters that often occur in Bali, thus disrupting its existence. Local hotel operators are hotel management businesses with capital and connections that are not as extensive as multinational and national hotel operators have experienced various disasters, both man-made such as terrorism [27], as well as natural disasters [28], and even shook the hardest when facing the Covid 19 Pandemic, at the beginning of 2020. For this reason, understanding the response and ways of local hotel operators in dealing with various turbulences is very important to be studied further.

3. Methodology

Qualitative methods were adopted for the collection and analysis of primary data in this study. This is due to the ability of this method to provide a more in-depth description of the "how and why" questions [46]. Answering these questions is considered important because it can explain in more detail important topics such as organizational resilience, very intangible resources, and the strategies used by local hotel operators in dealing with various disasters in succession in Bali. Qualitative methods are suitable for addressing sensitive matters [47], such as disaster-related management decisions, and management practices in realizing resilience. This method is also suitable for reaching a limited number of informants, and the willingness of informants to provide sensitive information,

such as company strategy. In this qualitative method, semi-structural interviews are used as a technique for data collection.

Interviews were conducted with the founders and managers of local hotel operators who understand the determination of LHO strategies in crisis and disaster situations to achieve resilience. Informants were selected based on several criteria, first, those who have authority in determining and deciding the company's strategy. Furthermore, those who have worked for at least 5 years, ensure their experience and involvement in handling crises and disasters faced by the company.

The data were analyzed thematically. For this reason, the researcher first reads the transcript in its entirety and carefully. Next, the researcher will build the core pattern of meaning. For this reason, interview transcripts were labeled, coded, and assigned to general themes [48]. The analysis was carried out manually, considering the informants, considering the terms, as well as the regional language used during the interview process.

4. Finding and Discussion

A. Local Hotel Operators in Facing Crisis and Disasters

Local hotel operators are hotel operators owned by local professionals, Balinese people who were born and domiciled in Bali. Currently, local hotel operators mostly carry out hotel/villa management activities in various regencies/cities in Bali and a few manage hotels outside Bali, and some even manage hotels in Cambodia. The hotels that are managed are not limited only to the Balinese people, but also to people outside Bali, including those foreign nationals. In determining their target market and products, local hotel operators tend to approach their target market informally, and more intuitively in assessing guest needs based on close contacts only. They also tailor their services to known guest preferences and rely more on selling products based on personal recommendations and repeat visits than on systematic promotions.

The emergence of local hotel operators was in early 2000 and experienced rapid growth in 2010. Local hotel operators have faced various crises in the past both man-made and natural, such as the Bali Bombings in 2002 and 2005, volcanic eruptions, and diseases. SARS. The impact of disaster greatly affected the business existence of local hotel operators. At the end of 2019, local hotel operators were again faced with a very severe crisis, namely the Covid 19 pandemic. Many tourism businesses had difficulty surviving due to the pandemic that lasted for approximately two years, but local hotel operators were still able to survive. Although the conditions are not as good as when Covid 19 has not occurred.

Local hotel operators, with their small characteristics, make them agile and very flexible in their operations. For example, regarding the target market, under normal conditions, this business has an international market target, but when national borders are closed by the government, they quickly change their direction and their target is the domestic market until when restrictions are

imposed on community social activities, they have a local target market. In addition, the founders of this company, who are former hoteliers for many years in large hotels, have a very qualified experience that they can apply in their current business. One of the owners of a local hotel operator, Mr. I Ketut Kanten who owns a hotel operator called Alpha Hotel Management, has experience as a hotelier, specifically the director of sales and marketing at Hotel Aston Bali, which is managed by Accor Group International. With his experience in managing large hotels, which was later applied to Alpha Hotel Management, his company developed very well. The interesting fact is, managing a large hotel has quite a lot of differences compared to managing a small hotel. One of them is that small hotels have limited resources, and the network is not as extensive as international standard hotels. For that reason, it is necessary to make various adjustments and learn so that the company can develop properly.

As a local company, a local hotel operator has unique criteria that can help it survive in times of crisis. Its uniqueness is that, firstly, the product scale is small, which results in lower operating costs compared to multi-national hotel operators. This lower cost gives him room to break even from the available market share during a crisis. The second characteristic it has is flexibility. This provides room for quick and agile adjustments to crisis management policies, for example, policies in determining rental prices that are adjusted to market purchasing power during a pandemic. The next characteristic is to prioritize the way of deliberation and kinship with its employees. This condition aims to jointly face the pandemic and find the best solution that does not harm either party through the "joy and sorrow" organization. This means that the company does not immediately terminate the employment relationship with its employees. They engage their employees to discuss the difficult conditions they are experiencing and are very open to receiving input related to their operations, employment status, ability to compensate employees, and even wage determination in times of crisis.

B. Tri Hita Karana values in creating resilience

Culture in Bali, one of which is based on the concept of the Tri Hita Karana (THK) philosophy which emphasizes balance in which the Hindu-Balinese community tends to understand themselves and their environment as a system that is controlled by values to maintain a balance between the creator, fellow human beings, and the environment that is manifested in the form of behaviour. This concept of life emphasizes the principle of togetherness, harmony, and balance between economic goals, environmental and cultural preservation, aesthetics, and spirituality. *Tri hita karana* provides the view that people tend to view themselves and their environment as a system controlled by balance. The strategies implemented by the management of local hotel operators refer to this principle of balance.

They realize that everything that has been achieved in the past is due to the contribution of God, the people around them, and the environment. God and his gospels as their "foundation" of their attitude and behaviour. It is shown by *bhakti*, which is doing various actions guiding by *dharm*a, such as not hurting, doing justice, and being wise. This has a lot to do with how they treat their

employees. In the context of the disaster that occurred, no matter how bad the company's condition was, they prioritized the principle of togetherness, "*berat sama dipikul, ringan sama dijinjing*" in Balinese terms known as "*menyama braya*" and "*gilik saguluk*". This can be seen in the management's treatment of employees. For examples, in large hotels, employees are sheltered by a workers' association organization called IWU (Indonesian workers' union). This organization is usually used by workers to claim their rights and often pressures the management, even when the company is in difficult conditions. In local hotel operators, this union organization does not exist, but they have a bond known as "*suka-duka*". Through this bond of joy and sorrow, every problem is resolved by deliberation to reach a consensus. For example, when a company is in a state of no income, of course, costs are something that must be managed properly. Under these conditions the management will be very open with their employees, they will discuss the current condition of the company. Based on the discussion, management and employees will make a mutual agreement. The agreement will be the basis of the resilience strategy that will be made by the management. For example, regarding the provision of allowances. Before the company's financial condition weakened due to the crisis, all employee benefits were paid, be it health benefits, old age, holidays, and so on. However, when the crisis hit, the only benefit that was paid was health benefits. This of course has been agreed upon by the employees and management with various considerations. Another example is Salary. Before the crisis, the salaries received by employees were full, but when the company's conditions weakened, employees still received their salaries but not in full. The compensation is that employee's working hours are also reduced. In this case, the management creates a win-win solution for its employees. Local hotel operators strongly avoid layoffs of their employees, in difficult times. This is done because the management adheres to the principles of togetherness and balance. LHO prefers not to get full benefits, but can still work together with their employees.

By treating God's creatures, in this case, the employees, well, then we as his people have shown our devotion to Him. Furthermore, from a humanitarian perspective, embracing and not turning off the employee's fortune in difficult times even though the company itself is in difficult conditions, is a spiritual principle that is firmly held by LHO. Because by doing good with others, it is believed that we will get a reward commensurate with our actions toward them. In Balinese terms, it is known as "*karma phala*". Employees who feel loved and helped by the company will give their efforts to be able to advance the company, which in the context of crises and disasters, employees can help the company to survive.

5. Conclusion

The company's resources are the company's strength to survive in crisis and disaster conditions. However, previous research has only discussed tangible and intangible company resources that can be used to achieve resilience. Even though there is still one element that is the basis for management to act and decide on a survival strategy, namely the spiritual values that are embraced and called very intangible resources. In Bali, the values of *tri hita karana* have an important role in the principles of people's lives. This also applies to LHO, where the owner and

manager are Balinese people who adhere to the principles of balance, which must be the basis for operational implementation in the company. In the context of a disaster, through this principle of balance, management strives to maintain its business, by maintaining harmony with God Almighty, employees, and the environment.

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