The Effect of Tri Hita Kirana (Thk) Principles on Improving Psychological Wellbeing and Employee Performance in the Work Environment of STKIP Muhammadiyah Manokwari West Papua

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Abstract: This study aims to analyze the effect of the application of Tri Hita Kirana (THK) values on psychological well-being and employee performance. Based on the results of the analysis using the Partial Least Squares (PLS) method, it was found that the application of THK had a significant influence on both variables. The R Square test results show that the independent variables in the model are able to explain 62.3% of the variation in psychological well-being and 48.7% of the variation in employee performance. The influence of THK on psychological well-being is indicated by a path coefficient value of 0.789 and on employee performance of 0.698, both with significant T-Statistics values (greater than 1.96) and a very low P-value (0.000). In addition, the F Square analysis revealed that THK has a large influence on psychological well-being (f^2 = 1.653) and employee performance (f^2 = 0.951). From the PLS and Linear Model (LM) prediction results, the PLS model showed better prediction performance with lower RMSE and MAE values, as well as higher Q^2_predict than the LM, indicating better predictive power in the PLS model. This finding confirms the importance of applying THK values in improving the quality of psychological well-being and employee performance in organizations, and shows that the PLS model is more effective in predicting the relationship between variables in this study.

Keywords: *Tri Hita Kirana; Psychological Wellbeing; Employee Performance; PLS; Prediction; Structural Analysis*

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh penerapan nilai-nilai Tri Hita Kirana (THK) terhadap kesejahteraan psikologis dan kinerja pegawai. Berdasarkan hasil analisis menggunakan metode Partial Least Squares (PLS), ditemukan bahwa penerapan THK memberikan pengaruh signifikan terhadap kedua variabel tersebut. Hasil uji R Square menunjukkan bahwa variabel independen dalam model mampu menjelaskan 62,3% variasi kesejahteraan psikologis dan 48,7% variasi kinerja pegawai. Pengaruh THK terhadap kesejahteraan psikologis diindikasikan oleh nilai koefisien jalur sebesar 0,789 dan terhadap kinerja pegawai sebesar 0,698, keduanya dengan nilai T-Statistics yang signifikan (lebih besar dari 1,96) dan P-value yang sangat rendah (0,000). Selain itu, analisis F Square mengungkapkan bahwa THK memiliki pengaruh yang besar terhadap kesejahteraan psikologis (f^2 = 1,653) dan kinerja pegawai (f^2 = 0,951). Dari hasil prediksi PLS dan Linear Model (LM), model PLS menunjukkan performa prediksi yang lebih baik dengan nilai RMSE dan MAE yang lebih rendah, serta Q^2_predict yang lebih tinggi dibandingkan LM, yang menunjukkan kekuatan

prediksi yang lebih baik pada model PLS. Temuan ini menegaskan pentingnya penerapan nilai-nilai THK dalam meningkatkan kualitas kesejahteraan psikologis dan kinerja pegawai di organisasi, serta menunjukkan bahwa model PLS lebih efektif dalam memprediksi hubungan antar variabel dalam penelitian ini.

Kata Kunci : *Tri Hita Kirana; Kesejahteraan Psikologis; Kinerja Pegawai; PLS; Prediksi; Analisis Struktural.*

Introduction

The Tri Hita Kirana (THK) principle is one of the concepts of life derived from Balinese Hinduism, which emphasizes the importance of harmony between humans with God (parahyangan), humans with others (pawongan), and humans with the environment (palemahan). This principle is not only relevant in social life, but can also be applied in the work environment (Sanjaya, Suryawan Wiranatha, and Sukewijaya 2024) . In an organizational context, the application of THK principles can help create a balance between spiritual responsibilities, interpersonal relationships, and attention to the work environment, which is expected to improve psychological well-being and employee performance (Dewi, Ekaningtyas, and Arini 2022)

THK spiritual responsibility teaches the importance of connection with God or divine power, which can be realized through practices that enhance an individual's spiritual well-being. In the work environment, the application of spiritual values can be done through policies that respect religious diversity, provide space for worship, or encourage activities that strengthen spirituality. Research shows that organizations that integrate spiritual values into the work culture often have more satisfied and committed employees, which has a positive impact on organizational performance.

Interpersonal Relationships The THK principle also emphasizes the importance of building strong social relationships between individuals. In a work context, harmonious interpersonal relationships can help reduce workplace conflict, increase collaboration and create a conducive work atmosphere. For example, teamwork programs designed to foster cooperation or social activities such as community service can strengthen the sense of community among employees. Related studies show that organizations that support THK values tend to have employees who care more about their communities and have high levels of social support.

The application of THK principles in the workplace not only supports the spiritual and social development of individuals but also contributes to the achievement of organizational goals. By promoting spiritual responsibility and good interpersonal relationships, organizations can create a harmonious, productive and mutually supportive work environment.

Improving employees' psychological well-being is an important issue in human resource management. Employees who feel psychologically well-being tend to have lower stress levels, higher work motivation, and more harmonious interpersonal relationships. Previous research shows that a work environment that supports psychological well-being will contribute to increased individual productivity and organizational psychological well-being of employees through training, flexibility, and rewards. This increases individual and organizational motivation, performance and productivity, while reducing

stress (Korshøj et al. 2023; Li et al. 2024) . In this regard, THK principles offer a holistic approach that can strengthen the psychological dimension of well-being through spiritual, social and ecological values.

Research shows that spirituality in the workplace significantly contributes to employee well-being, with studies showing that 96.3% of female lecturers reported high levels of spirituality, correlating with 86.1% high well-being (Amalia Nur'aini Widyasari and Ali Mubarak 2024) . Companies that embrace spiritual values often experience increased productivity, profitability and customer satisfaction, as spirituality promotes a pleasant and friendly work environment (Pratoomsawat et al. 2023) . Mukherjee's research results,(2016) organizations that espouse THK values tend to cultivate employees who are more socially responsible and engaged with their communities, leading to a supportive work atmosphere.

In addition, employee performance is one of the main indicators of organizational success. Optimal performance is not only determined by technical ability, but also by factors such as motivation, job satisfaction, and the quality of relationships between employees. The application of THK principles in the work environment is believed to improve employee performance by creating a harmonious work atmosphere, fostering teamwork spirit, and reducing conflicts that can hinder productivity.

STKIP Muhammadiyah Manokwari West Papua (STKIPMM-PB) as a higher education institution has a challenge to create a work environment that supports employee welfare and performance. In the face of complex work dynamics, the application of THK principles is expected to be an innovative solution to create a healthy and productive work environment. This is also in line with the institution's vision to become an educational center that not only excels in academics, but also cares about the welfare of its employees. Therefore, this study aims to analyze the effect of the application of Tri Hita Kirana principles on psychological well-being and employee performance in the STKIPMM-PB work environment. Through this research, it is hoped that a deeper understanding of the benefits of applying THK principles can be obtained as well as recommendations for policy development that supports the welfare and performance of employees in the higher education environment.

Methods

The research was ex post facto research which was research that did not require researcher intervention on research variables. With quantitative methods to determine the effect of the application of THK principles on improving the psychological well-being and performance of employees of the work environment of STKIP Muhammadiyah Manokwari West Papua. With a research sample of 40 people who were employees. Data was collected using a questionnaire containing *Likert* scale questions with options 1-5. Operational definitions of research variables in the following table:

Table 1 Operational Variables

| Variables	Definition	Indicator	Scale
Tri Hita Karana Principles	Hindu philosophical concepts that emphasize balance and harmony in conducting interactions in the work environment and community life.	1. Respect the work environment. 2. Respect coworkers. 3. Building effective communication. 4. Develop teamwork.	Ordinal
Psychological Wellbeing	A healthy mental state, characterized by positive emotions, ability to manage stress, harmonious relationships, in building working relationships to achieve organizational goals.	1. Emotional balance. 2. Job satisfaction. 3. Anxiety and stress. 4. Self-development. 5. Interpersonal relationships.	Ordinal
Employee Performance	Employee achievement results within a certain time based on specified criteria	1. Work productivity. 2. Innovation and creativity. 3. Effective communication. 4. Teamwork.	Ordinal

The collected data were analyzed using Smart PLS software version 3.0 with the following stages. Outer model testing was carried out to determine the relationship between indicators and the latent variables they represent. In other words, this step aimed to explain the extent to which these indicators represent or measure latent variables in the study (Gio 2022) . Convergent validity is measured by observing the *loading factor* value between the latent variable and its indicators. The expected *loading factor* value to indicate convergent validity is more than 0.7. (Vinzi et al. 2010) . Discriminant validity is assessed by comparing the *loading factor* value between the construct to be distinguished and other constructs in the study. To ensure discriminant validity is achieved, the *loading factor* value on the main construct must be higher than the *loading factor* value on other constructs. Meanwhile, the *Average Variance Extracted* (AVE) value is used to assess the extent to which the indicators in a construct are able to represent the variability of the construct. AVE measures the suitability of the indicators in reflecting the construct, with an expected value greater than 0.5. (Hair et al. 2019)

Composite Reliability is a measure used to assess the extent to which a construct in research has a high level of reliability. Constructs are considered to have good reliability if the *Composite Reliability* (CR) value is more than 0.7. This shows that the construct has been measured consistently and accurately by its indicators. (Chin et al. 2020)

Results and Discussion

Testing the structural model (*inner model*) aims to analyze the relationship between latent variables or constructs in the research model. At this stage, statistical testing is carried out to evaluate and ensure the extent to which the conceptual model designed supports hypothesis testing and to assess the significance of the relationship between latent variables in accordance with the proposed theory.

Figure. 1 *Outer* Model
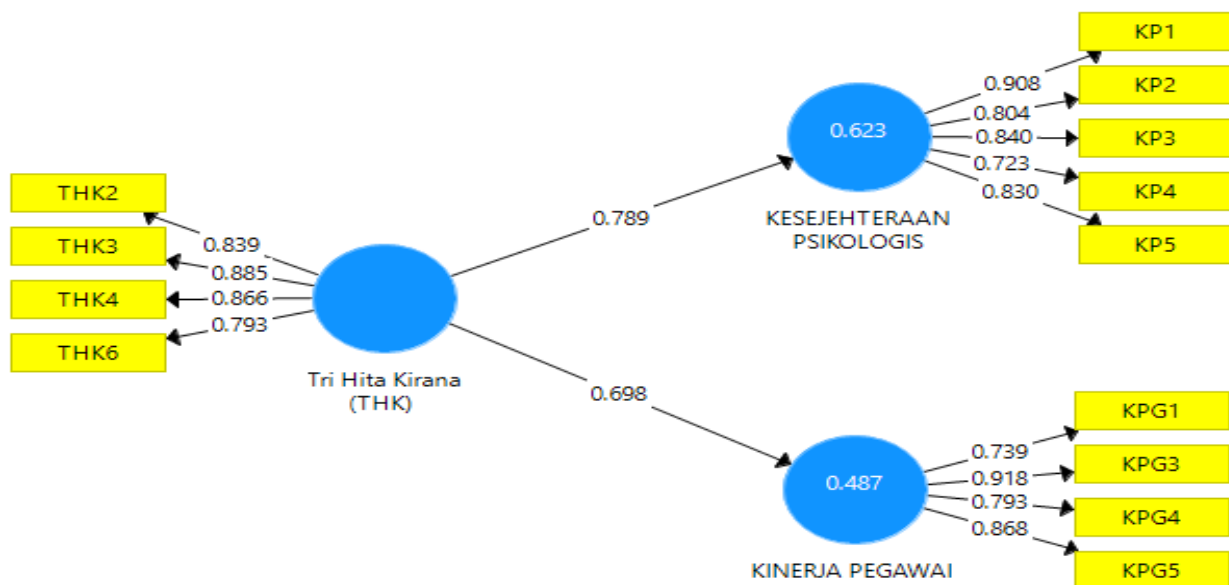
Table 2 *Outer Model Convergent Validity*

Variables	Indicator	Loading Factor	AVE	Cronbach Alpha	rho_A	Composite Reliability
Tri Hita Karana Principles	THK2.	0,839	0.678	0.880	0.872	0.913
	THK3	0,885				
	THK4	0,866				
	THK6	0,793				
Psychological Wellbeing	KP1	0,908	0.678	0.880	0.896	0.913
	KP2	0,804				
	KP3	0,840				
	KP4	0,723				
	KP5	0,830				
Employee Performance	KPG1	0,739	0.717	0.868	0.873	0.910
	KPG3	0,918				
	KPG4	0,793				
	KPG6	0,868				

The outer model test results show that all indicators have a factor loading value> 0.7. AVE value> 0.5, *Cronbach alpha* value> 0.7, *rho_A* value> 0.7 and *composite reliability* value> 0.6 so that *Construct Reliability and Validity* are met (Hair et al. 2019; Kata et al. 2024)

Table 3. *Outer Model Validity Discriminant Fornell-Larcker Criterion*

Variables	Psychological Wellbeing	Employee Performance	Tri Hita Kirana (THK)
Psychological Wellbeing	0,823		
Employee Performance	0,744	0,832	
Tri Hita Kirana (THK)	0,789	0,698	0,846

From the results of the *Fornell-Larcker Criterion* test, it shows that the root AVE value of each variable is greater than the AVE correlation with the variable so that with other variables so that *Discriminant Validity* (Henseler, Ringle, and Sarstedt 2015) .

Table 4. *Discriminant validity through Heterotrait-Monotratite (HTMT)*

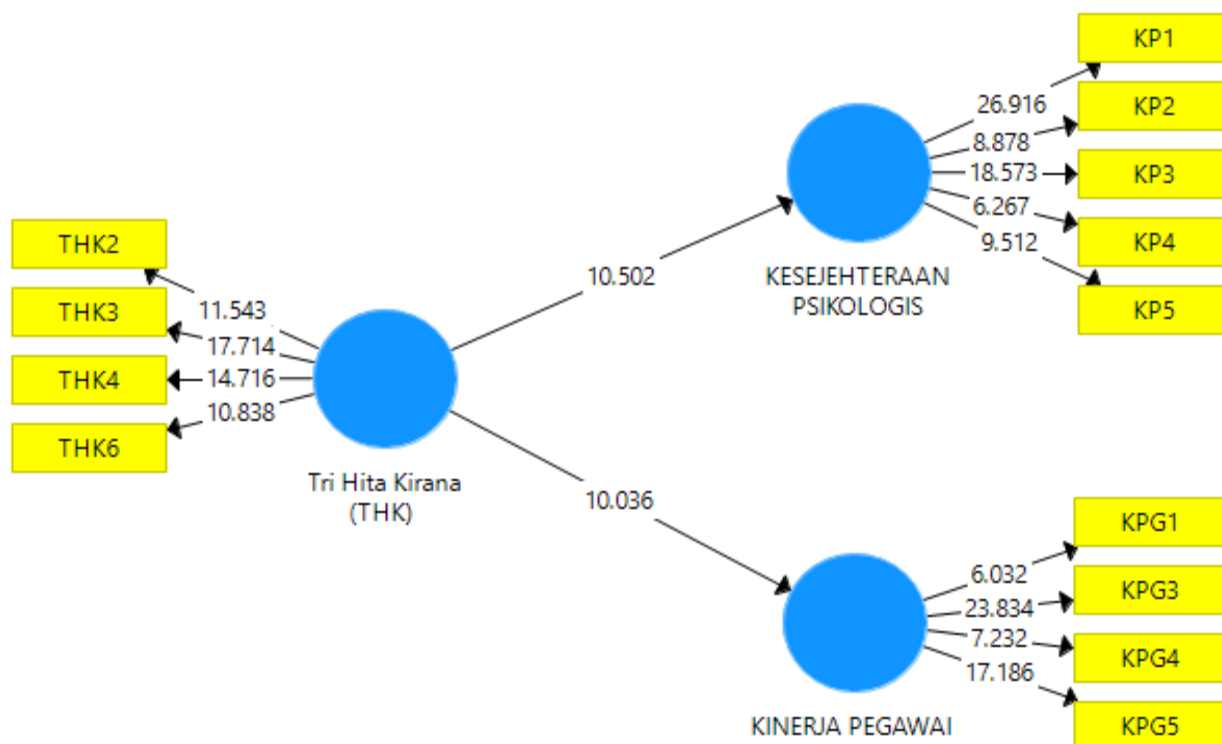| Variables	Psychological well-being	Employee performance
Psychological well-being		
Employee performance	0,846	
Tri Hita Kirana (THK)	0,883	0,798

The HTMT value between psychological well-being and employee performance is 0.846 discriminant validity is met, psychological well-being and THK 0.883 discriminant validity is met, the HTMT value between employee performance and THK = 0.798 discriminant validity is met. Based on these results, discriminant validity between variables/constructs in the study has been fulfilled because all HTMT values are below 0.90 (Henseler 2017)

Testing the structural model (inner model) is done by evaluating the R-Square value, which serves as an indicator to assess how well the model is able to explain the variation in the data used. In other words, the R-Square value is used as a goodness-of-fit measure to assess the extent to which the conceptual model can describe the available data (Henseler, Ringle, and Sarstedt 2015) .

The significance evaluation is done by observing the parameter coefficient values and the significance of the t-statistics obtained from the *bootstrapping* test on the path coefficients. In this case, we observe whether the t-statistic value is greater than the predetermined t-table value of 1.96 at the 5% significance level.

Figure 2. Inner Model

Table 5. *R Square*

Variables	R Square	R Square Adjusted
Psychological well-being	0,623	0,610
Employee performance	0,487	0,469

The ***R Square*** and ***Adjusted R Square*** values in the table show how much the independent variables are able to explain variations in the dependent variable. For the *psychological well-being* variable, the R Square value of **0.623** indicates that **62.3% of the variation** in **psychological well-being** can be explained by the independent variables in the model, while **37.7%** is influenced by other factors outside the model. After correction, the ***Adjusted R Square*** value decreased slightly to **0.610**, which means that **61%** of the variation in psychological well-being can still be explained by the model. Meanwhile, for the *employee performance* variable, the ***R Square*** value of **0.487** indicates that **48.7% of the variation** in **employee performance** is influenced by the independent variables in the model, while **51.3%** is explained by other factors outside the model. After adjustment, the ***Adjusted R Square*** value becomes **0.469**, indicating that **46.9% of** the variation in employee performance can be explained by the existing model. The small difference between the *R Square* and *R Square Adjusted* values on both variables indicates that the model has a fairly good ability, does not experience **overfitting**, and the number of independent variables used in the model is adequate.

Table 6. *F Square*

Item	Psychological well-being	Employee performance
Tri Hita Kirana (THK)	1,653	0,951

Based on the table above, it shows that the application of Tri Hita Kirana (THK) has a very large influence on the psychological well-being of employees with a value of f² = 1.653. THK also has a large influence on employee performance with a value of f² = 0.951 based on the criteria put forward by (Cohen 2013; Ogbeibu et al. 2021) is in the category of a large effect in influencing endogenous variables. This indicates that the application of Tri Hita Kirana values has an important role in improving psychological well-being as well as employee performance in the organization

Table 6. PLS and LM Prediction Based on RMSE, MAE, *Q²_predict* Value Assessment

Item	PLS			LM			Description
	RMSE	MAE	Q²_predict	RMSE	MAE	Q²_predict	
KP3	0,780	0,577	0,450	0,796	0,538	0,426	PLS is better because it has lower RMSE and higher Q²_predict.
KP1	0,597	0,487	0,526	0,769	0,510	0,212	PLS is superior in all metrics, especially Q²_predict.
KP5	0,606	0,490	0,380	0,613	0,468	0,366	PLS is slightly better in RMSE and Q²_predict.
KP2	0,712	0,556	0,383	0,841	0,654	0,140	PLS is clearly superior with smaller RMSE and much higher Q²_predict.
KP4	0,914	0,757	0,149	1,000	0,867	-0,021	PLS is better because LM has negative Q²_predict.
KPG4	0,752	0,590	0,164	0,829	0,639	-0,015	PLS is superior because Q²_predict LM is negative.
KPG5	0,764	0,601	0,445	0,850	0,592	0,314	PLS is better with higher Q²_predict.
KPG1	0,825	0,613	0,191	0,934	0,626	-0,038	PLS is better with negative Q²_predict LM.
KPG3	0,813	0,631	0,281	0,925	0,691	0,068	PLS is superior with all metrics being better.

Table 6 shows that PLS has better prediction performance than *LM* for almost all variables. *RMSE* and *MAE* values in PLS tend to be smaller, indicating higher accuracy.

Q²_predict values in PLS are generally positive, while *LM* has some negative values (KP4, KPG4, and KPG1), which indicates that LM fails to predict well on these variables. The results provide a conclusion that the PLS model is better at predicting research models with high predictive power (Ghasemy et al. 2021; Ghasemy, Rosa-Díaz, and Gaskin 2021; Hair et al. 2019) .

Table 7. *Path Coefficients*

Variables	Original Sample	Sample Mean	Standard Deviation (STDEV)	T Statistics (|O/STDEV)	P Values	Description
Tri Hita Kirana (THK) -> Psychological Wellbeing	0,789	0,800	0,075	10,578	0,000	Significant
Tri Hita Kirana (THK) -> Employee Performance	0,698	0,716	0,068	10,253	0,000	Significant

Based on the analysis results in Table 7, the Tri Hita Kirana (THK) variable is proven to have a positive and significant influence on psychological well-being and employee performance. The relationship between THK and psychological well-being is shown by the path coefficient value of 0.789, which indicates that an increase in THK by 1 unit will increase psychological well-being by 0.789 units. The T Statistics value of 10.578, which far exceeds the significant limit of 1.96, and the P Value of 0.000, which is smaller than 0.05, indicate that this relationship is statistically significant. Similarly, the effect of THK on employee performance is also positive and significant with a path coefficient value of 0.698. This means that an increase in THK by 1 unit will increase employee performance by 0.698 units. The T Statistics value of 10.253 which exceeds 1.96, and the P Value of 0.000, corroborate that this relationship is statistically significant. These results suggest that Tri Hita Kirana (THK) plays an important role in improving psychological well-being and employee performance, reflecting the importance of implementing THK values in supporting the quality of work life and employee productivity in organizations.

The analysis shows that the Tri Hita Karana (THK) principle has a significant positive influence on psychological well-being and employee performance. THK, which is rooted in the harmony of human relationships with God, others, and the environment, is proven to be able to create conditions that support the improvement of psychological well-being. By applying these values, employees tend to feel more satisfied, happy, and able to manage work pressure better. The results showed that under the application of TKD principles that contain values that are local wisdom of the Balinese people which become the principle of life in interacting with the environment and humans as

individuals (Srikasih, Sumadi, and Ayu 2022) . This value provides direction and guidance in working as a person and as an employee the results of research conducted by (Buchari and Wulanyani 2021) that local wisdom that contains embedded in the organization's personality can provide motivation at work so as to improve the performance of employees or employees.

In the research, THK values implemented in the work environment include respect for coworkers, the work environment and how employees build effective communication with peers, and build collaboration in achieving goals. The results showed that it was able to improve performance and comfort in understanding their respective duties and functions. This research is in line with (N.K. Suciptawati, I.G.A. Wesnawa, and I.W. Mudana 2021) states that a work environment that is able to build team collaboration will increase work motivation and work ethic that can improve performance (Putra, Mujanah, and Susanti 2022) .

The relationship between THK and psychological well-being is seen in how these values influence employees' mindsets and emotions. When employees work in an environment that is aligned with THK principles, they feel valued, have strong relationships with coworkers, and have a spiritual bond that reinforces meaning in their work. This helps create a work atmosphere conducive to personal and professional development. THK not only impacts psychological well-being, but also has a positive influence on employee performance. In an environment that supports harmonious social and spiritual relationships, employees tend to be more motivated to work optimally. THK values encourage them to maintain integrity, collaborate well and show high dedication to work**.**

THK value in the aspect of palehaman (Buchari and Wulanyani 2021) which means that a person must be able to manage himself psychologically. The results showed that THK values are able to provide spiritual and mental comfort to employees, the ability of employees to manage emotions, enjoy work, be able to manage stress, the ability to develop themselves and build relationships widely. This is in line with research conducted by (Rahman and Kistyanto 2019) suggests that a good psychological climate provides an increase in employee performance. The same research results at (Sofyanty and Setiawan 2020) which suggests that setting performance targets and providing opportunities for employees to develop themselves humanistically will provide an increase in employee performance. With psychological well-being will spur individuals to achieve goals in order to optimize their potential which in turn will increase the achievement of institutional goals (Todaga and Wijono 2022) .

THK's effectiveness in improving employee performance is also supported by its impact on interpersonal relationships. By instilling the values of mutual respect and cooperation, THK creates synergy within work teams. Employees who work in harmonious teams can better cope with challenges, make wiser decisions and deliver higher quality performance. Overall, the application of THK principles is a strategic step in building sustainable well-being and performance in the workplace. The values contained in THK not only create harmony, but also strengthen the foundation for

organizations to achieve common goals. By integrating this local culture into organizational policies, companies can create a healthier, more productive and meaningful work environment for all employees.

Summary

Based on the results of this study, it can be concluded that the application of Tri Hita Kirana (THK) values has a positive and significant influence on psychological well-being and employee performance. THK variables are able to explain most of the variation in both dependent variables, with a significant R Square (62.3% for psychological well-being and 48.7% for employee performance). The high path coefficient between THK and psychological well-being (0.789) and employee performance (0.698) indicates that increasing the application of THK values can directly improve psychological well-being and employee performance. The results of the F Square analysis also show that the influence of THK on these two variables is relatively large. In addition, the Partial Least Squares (PLS) model proved superior to the Linear Model (LM) in terms of prediction performance. PLS produces lower RMSE and MAE values, as well as higher $Q^2\_predict$, indicating better and more accurate prediction capabilities. In contrast, LM showed some weaknesses in prediction, with some negative $Q^2\_predict$ values. Overall, this study confirms that the implementation of Tri Hita Kirana (THK) values can improve the quality of employees' work life, both in terms of their psychological well-being and performance. Therefore, organizations that implement THK can be expected to benefit in improving employee productivity and well-being. Organizations are advised to strengthen the application of THK values in the work environment as part of the organizational culture to encourage the improvement of employee well-being and performance.

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