



# Strategies for improving the performance of public relations officers based on tri hita karana in the regional office of the Ministry of Religious Affairs of Bangli Regency

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## ABSTRACT

**Background:** This study focuses on improving the performance of public relations (Pranata Humas) at the Regional Office of the Ministry of Religious Affairs in Bangli Regency, using the Tri Hita Karana philosophy as a framework. Tri Hita Karana is a Balinese concept emphasizing harmonious relationships between humans, God, others, and nature. Pranata Humas plays a key role in disseminating information about government programs and activities to the public, but faces challenges such as a lack of understanding of Tri Hita Karana and limited community engagement. **Methods:** The study employs a strategic approach, which includes in-depth education and training for public relations staff on the values of Tri Hita Karana, strengthening collaboration with local communities and NGOs, and leveraging information technology and social media to improve outreach. **Findings:** The proposed strategies are expected to enhance the understanding of local cultural values among public relations personnel, foster stronger community involvement in government-promoted activities, and improve information dissemination using modern communication tools. **Conclusion:** By implementing these strategies, the performance of Pranata Humas can be significantly improved, leading to better communication between the government and the public, while promoting harmonious local cultural values. **Novelty/Originality of This Study:** This research introduces the integration of Tri Hita Karana, a unique Balinese cultural philosophy, into public relations strategies within a government institution, aiming to improve both performance and cultural alignment in public communication efforts.

**KEYWORDS:** Bangli; institutions; performance; public relations; tri hita karana.

## 1. Introduction

The Ministry of Religious Affairs has an important role in facilitating harmonious relations between government and society, as well as promoting deep local cultural values. In Bangli District, Bali, in particular, the concept of Tri Hita Karana has become the foundation for a balanced and harmonious social and cultural life. In this context, Public Relations Officers as an integral part of the Ministry of Religious Affairs have a great responsibility in promoting programmes and activities that illustrate and apply the values of Tri Hita Karana to the community.

However, in carrying out their duties, Public Relations Officers in the Regional Office of the Ministry of Religious Affairs of Bangli Regency face a number of challenges. One of them is the lack of in-depth understanding of the Tri Hita Karana concept, both among the Public

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Relations Officer staff and the general public. In addition, community involvement in activities promoted by Public Relations Officers is also still relatively low.

In order to improve the performance of public relations officers and overcome the challenges faced, a comprehensive strategic approach is needed. Therefore, this article aims to formulate a strategy to improve the performance of public relations officers based on Tri Hita Karana in the Regional Office of the Ministry of Religious Affairs of Bangli Regency. Thus, this article is not only a theoretical contribution to the understanding of the Tri Hita Karana concept, but also provides practical guidance for the development of Public Relations Officer performance at the local level that can be adopted by similar agencies throughout Indonesia.

The Ministry of Religious Affairs has an important role in facilitating harmonious relations between government and society, as well as promoting local cultural values (Finthariasari & Rahmayanti, 2015). In Bangli Regency, Bali, the concept of Tri Hita Karana has become the foundation for a balanced and harmonious social and cultural life (Peters & Wardhana, 2013). Tri Hita Karana is a philosophy that emphasizes the balance between human relationships with God, humans with humans, and humans with nature (Darmayanti et al., 2022).

In this context, Public Relations Officers as an integral part of the Ministry of Religious Affairs have a great responsibility in promoting programs and activities that illustrate and apply the values of Tri Hita Karana to the community (Hamka, 2016). However, in carrying out their duties, Public Relations Officers at the Bangli Regency Regional Office of the Ministry of Religious Affairs face a number of challenges (Islamiyah, 2020). One of them is the lack of in-depth understanding of the Tri Hita Karana concept, both among the Public Relations Officer staff and the general public (Sumadi et al., 2022).

This research has high urgency for several important reasons. Bangli Regency in Bali has a deep cultural and philosophical wealth, especially in the concept of Tri Hita Karana. Conservation and promotion of these local cultural values are important to ensure the sustainability of this unique and valuable cultural heritage for future generations. As a bridge between the government and the community, Public Relations Officers have a strategic role in disseminating information and facilitating effective communication. In the context of Bangli Regency, public relations officers must be able to effectively promote and implement the values of Tri Hita Karana. The challenges faced by public relations officers, such as the lack of understanding of Tri Hita Karana and the low level of community involvement, indicate the need for concrete actions to improve their performance. Without appropriate efforts, the potential of local cultural values may not be fully realised in people's daily lives.

This research is not only relevant for Bangli Regency, but can also serve as a model for other regions in Indonesia that have a rich cultural and philosophical heritage. As such, the results of this study can contribute to the development of best practices in integrating local culture with the tasks of government agencies. By strengthening the performance of Tri Hita Karana-based Public Relations Officers, this research also supports the sustainable development agenda, which prioritises harmony between humans, nature and God. This is in line with the principles of sustainable development and can be the foundation for a more holistic and sustainable public policy.

## 2. Methods

This research is a qualitative type carried out at the Bangli Regency Ministry of Religion Office, because this area reflects traditional culture and also the influence of technology is quite high so that the need for public relations tasks is very important. also the consideration of cost efficiency, energy, and time, is also a reason for researchers in determining the location of the research. data obtained through observation, in-depth interviews, documentation and literature study. Important steps in conducting research include

observation, identification, determination of the level of significance, calculation of the weight of strategic factors, Evaluation of Internal Factors (IFE), Evaluation of External Factors (EFE), Internal-External Matrix (IE), and Determination of Alternative Strategies.

Participatory observation, the researcher makes direct observations of cooperation and public relations service activities to understand the actual conditions. Researchers were actively involved in service activities, participated in the work of service managers, and experienced the challenges and difficulties that existed. Identifying strategic factors, the researcher conducted in-depth interviews with ten managers of cooperation and public relations services using a semi-structured method. These interviews aimed to explore internal strategic factors, such as strengths and weaknesses, as well as external factors, such as opportunities and threats, which were then recapitulated. Determining the level of significance, each strategic factor was given a significant value on a scale of 1 to 4, where 1 indicates a low level of significance and 4 indicates a high level of significance. Strategic factors with an average significant value  $\geq 3$  are considered significant. Calculation of the weight of strategic factors, the weight of each strategic factor is calculated based on the comparison between the significant value of each factor and the total significant value of internal and external strategic factors. This weight is used to see the impact of each factor on the strategy taken. Evaluation of Internal Factors (IFE), this step formulates internal strategic factors that include strengths and weaknesses in cooperation and public relations services. External Factor Evaluation (EFE), at this stage, external strategic factors relating to opportunities and threats in the service are analysed. Internal-External (IE) Matrix, the researcher used this matrix to determine the performance position of public relations services based on the analysis of internal and external factors. Determination of alternative strategies, the results of in-depth interviews were analysed using the SWOT matrix and FGD (Focus Group Discussion) was conducted to verify the data, get input, and formulate alternative strategies, including SO, WO, ST, and WT strategies.

These steps are intended to build a more effective tri hita karana-based public relations officer performance improvement strategy by taking into account various elements of weaknesses and strengths and opportunities. Thus, this research formulates a strategy that is more effective than the existing one or one that has not been clearly seen.

### 3. Results and Discussion

In order to determine strategies to improve the performance of public relations officers, the results of in-depth interviews with a number of informants were analysed. Based on the results of the interviews, data on SWOT strategic factors, namely strengths, weaknesses, opportunities, and threats, of the performance of public relations officers, as shown in the following table 1.

Table 1. SWOT analysis data of public relations officer performance

Strength				
nf	Competence HR in the field of Prahum	Coordination with stakeholders	Cooperation Fostered among civil servants of the Ministry of Religious Affairs	Readiness to provide information
nf.	Qualified educational background	Solid team	Knowledge sharing	Strategic work location
nf.	Equal team	Responsive team	Cross-sectoral cooperation	Open learning opportunities

nf.	Opportunity to develop creativity	Fun field of work	Young human resources who are ready to grow	Open to issues and developments
nf.	Communicative human resources	HR personnel are consciously selected	Career development opportunities are still very broad	Fast response
nf.	Heterogeneous competence	Proactive primary school	Low understanding of work fields and tasks	
nf.	Qualified public relations competence	Good career path	Open educational opportunities	Facilities and infrastructure
nf.	Young, innovative human resources	Good creativity	Excellent movement speed	Ability to create good content
Weakness				
nf.	Limited opportunities for self-development	Highly technical work	Innovation is still weak	Limited authority
nf.	Limited facilities and infrastructure	Materials and materials are still limited	There is no SOP at work	Low technology adaptation
nf.	Work space is still limited	Limited number of human resources	There are still those who are technology illiterate	Training is still constrained
nf.	Tools are still limited	Low level of self-development activities	Bosses who often lack understanding of developments	Limited budget
nf.	Limited work tools Cameras, tripods, editing and other hardware	The work situation is still not favourable	Sometimes there is still a clash of interests	Tough and difficult challenges and often heavy pressure
nf.	Requires a lot of skills in the field of work	Authority is still limited	Skills are not evenly distributed among personnel	Superiors who do not understand tasks
nf.	Very broad creativity	Delegation of authority is often misdirected	The older generation is sometimes sceptical about the duties of public relations	Not understanding duties and responsibilities
nf.	Social media platforms that still have low followers	There is still a lack of understanding of the important role of public relations	There is still an assumption that public relations only broadcast press releases	There is still interference in many matters from above

Table 1 illustrates a number of strategic factors that fall into the strength category, including a strong team, good collaboration skills, high morale, many opportunities to share

knowledge, deep interest in certain fields, diverse experience due to coming from different work units, strategic location, many activities carried out, and informative, communicative, responsive, proactive and competitive human resources. On the other hand, the weaknesses identified include limited facilities and infrastructure, limited authority of the coordinator, lack of opportunities to attend training, uncomfortable work space, limited office stationery, lack of clarity in official travel procedures and work procedures, limited budget, unclear instructions, lack of complete documentation tools, and uneven skills among team members. Furthermore, it is more clearly presented in the form of the following matrix of internal and external strategic factors.

Table 2. Internal and external strategic factor matrix

No	Faktor Strategis Internal	
	Strengths	Opportunities
1	Solid team	Performance output of public relations officers
2	Co-operation skills	Cooperation with Hindu campuses, local governments/municipalities, R&D of government/private institutions
3	Strategic service location	Collaboration with universities and schools
4	Team spirit	Cooperation with private sector/industry
5	Plenty of activities and self-development opportunities	Cooperation with media
6	Good communication	Increased demand for communication and public activities
7	Clear coordination and division of labour	Number of inter-ministerial and cross-sectoral co-operations
8	Communicative and proactive HR	Dissemination of work results through online media
9	Responsive HR	Collaboration between public relations team and ASN
10	Informative HR	Creating video content, photos, infographics
11	Competitive HR	Work unit support
12	Desire to learn	Open learning opportunities through scholarships
13	Heterogeneous competence	Opportunities to strengthen or add new skills
	Weakness	Threat
1	Limited infrastructure	Reorganisation information is not clear
2	Coordinator's authority is limited	Many changes during the transition period
3	Unclear work procedures	Redistribution of employees has not been maximised
4	Limited operational budget	Reduced quantity of human resources has an impact on task completion
5	Instructions are not clear	Task executors are confused
6	Documentation tools are incomplete/modern	Unsatisfactory work results
7	Uneven skills	Low quality content and output

Table 2 shows that there are 13 internal strategic factors that support strengths, 7 internal strategic factors that are weaknesses, 11 external strategic factors that function as

opportunities, and 4 external strategic factors that act as threats. These factors play an important role in determining the performance of public relations officers, who function to build a positive image of the public towards government programmes.

Through further analysis, a weighted value for each strategic factor was calculated, where this weight was obtained by comparing the significant value of each strategic factor with the total significant value of the whole. The range of significant values is set from the lowest, which is 30, to the highest 36. For the strength and opportunity factors, the significant value range of 30-31.50 is given a value of 4, the range of 31.51-33.00 gets a value of 3, the range of 33.01-34.50 is given a value of 2, and the range of 34.51-36.00 has a value of 1. As for the weakness and threat factors, the score range of 30-31.50 was given a score of 1, the range of 31.51-33.00 a score of 2, the range of 33.01-34.50 a score of 3, and the range of 34.51-36.00 a score of 4. The internal strategic factors, along with the level of significance, weight, rating, and score of each factor on cooperation and public relations services, are displayed in the Internal Factor Evaluation Matrix (IFE) presented in Table 3 below.

Table 3. Internal strategy factor matrix (IFE/Internal Factors Evaluation)

No	Strategic Factors	Significant Level (10 people)	Weight	Rating	Score
A.	Strengths				
1	Solid team	35	0.054	4	0.214
2	Co-operation skills	34	0.052	3	0.156
3	Strategic service location	30	0.046	1	0.046
4	Team spirit	32	0.049	2	0.098
5	Plenty of activities and self-development opportunities	30	0.046	1	0.046
6	Good communication	35	0.054	4	0.214
7	Easy coordination and clear division of tasks	32	0.049	2	0.098
8	People are communicative and proactive	32	0.049	2	0.098
9	People are responsive	34	0.052	3	0.156
10	People are Informative	32	0.049	2	0.098
11	People are Competitive	33	0.050	2	0.101
12	Desire to learn	30	0.046	1	0.046
13	Heterogeneous competence	36	0.055	4	0.220
	Total	425	0.650		1.590
B	Weaknesses				
1	Limited infrastructure	35	0.054	1	0.054
2	Coordinator's authority is limited	30	0.046	4	0.183
3	Unclear work procedures	33	0.050	3	0.151
4	Limited operational budget	34	0.052	2	0.104
5	Instructions are not clear	30	0.046	4	0.183
6	Documentation tools are not complete / modern	35	0.054	1	0.054
7	Uneven skills	32	0.049	4	0.196
	Total	229	0.350		0.925
	Total amount	654	1.000		2.515

Table 3 reveals that the strengths that most influence the performance of PR services include diverse and complementary competencies with a total score of 36, effective

communication between superiors and subordinates and between team members with a score of 35, and team cohesiveness and good cooperation skills with a score of 35. These three strategic factors were given the highest rating value of 4, indicating that they are major strengths.

On the other hand, the weaknesses that most affect the performance of public relations services include limited work facilities and infrastructure such as handycams, cameras, tripods, microphones, and laptops, with a score of 35, and documentation equipment that is incomplete and needs to be updated with a score of 35. These two weakness factors are given the lowest rating, namely 1, which indicates a major weakness.

The results of the SWOT matrix analysis show that external factors have a greater influence than internal factors in the performance of cooperation and public relations services. This shows that the strategy to improve service performance needs to be more focused on managing opportunities against threats. The main strategy to improve the performance of cooperation and public relations services starts with improving services, then improving infrastructure, developing manager competencies, and optimising functions and authorities in related areas.

A number of challenges were found in the effort to implement the concept of Tri Hita Karana in public relations institutions in Bangli Regency. To overcome these challenges, a comprehensive strategic approach is needed (Erliansyah, 2017). The strategy to improve the performance of Tri Hita Karana-based Public Relations Officers at the Regional Office of the Ministry of Religious Affairs in Bangli Regency can include several key aspects (Mayasari, 2020). First, improving facilities and infrastructure. Performance requires adequate and modern facilities and infrastructure to be highly effective (Wardani, 2017). Modern and up-to-date tools are indispensable in documentation and the creation of useful products to support the organization's image (Yunanto, 2021).

Second, improving communication skills and relevant skills. In order to create content, adequate tools must be supported by high abilities, namely in the form of communication skills, choosing themes and diction and attracting attention (Putri et al., 2023). A public relations officer must be qualified in front of the camera with high communication skills (Juhji et al., 2020). This is a very important key, that good and sophisticated tools must be able to be operated optimally so as to get optimal results and even be read by social media algorithms. Third, improved management, coordination authority and adequate budget. The ASN work system should continue to be reformed in order to build an effective bureaucratic situation and prioritize performance (Purwanti, 2021). Good management based on performance and ability will encourage young ASNs to demonstrate their abilities and performance (Choustika, 2020).

Fourth, strengthening the integration of Tri Hita Karana values. This value integration is needed to build a high work ethic in the organization (Suartini & Surpi, 2022). Therefore, various activities should be carried out with the aim of strengthening the absorption of Tri Hita Karana values in the world of work (Sumantri et al., 2022). In an effort to improve performance, public relations officers need to plan their communications carefully (Kotler, 2005). This includes setting clear objectives, formulating appropriate strategies, and detailing an implementation plan that includes messages, media, and schedules (Permatasari et al., 2021). Public relations officers must also understand well who their audience is (Hidayatullah et al., 2018). This includes a deep understanding of their audience's needs, preferences, and behaviors. Data and analysis can help them create more appropriate messages (Handayani, 2023). In the current era, understanding who the audience is is very important. Conventional ways are not able to gain attention in an ever-changing world.

Given the number of issues that sometimes arise suddenly, public relations officers must have effective contingency plans to cope with crisis situations (Waworuntu, 2017). This includes rapid response, provision of accurate information, and reputation management in difficult situations (Kailan, 2010). Moreover, the ministry of religion continues to be hit by various slanted issues both related to the image of the institution and various issues that continue to roll out which sometimes have a strong connection with

politics. Public relations officers must also stay up-to-date with the latest developments in their industry and current issues (Surpi, 2019). This helps them in crafting relevant messages and handling changes that occur in the communication environment (Widharma et al., 2023). Interdepartmental collaboration is also important. PR officers must work closely with other departments in the organization (Susanti et al., 2023). In addition, to handle the same issue, it should collaborate with the Bali provincial ministry of religion office and other districts/cities (Sumadi & Putra, 2023).

By implementing these strategies and integrating the values of Tri Hita Karana, it is expected that the performance of Public Relations Officers can be significantly improved, which in turn will support the achievement of the Ministry of Religious Affairs' objectives in strengthening relations between government and society and promoting harmonious local culture (Sumadi et al., 2022). With the results of this analysis, it will provide an overview of how efforts to improve public relations performance at the Ministry of Religious Affairs of Bali Province and Bangli Regency can also be applied to other district / city offices. From this analysis, a strategy for improving the performance of public relations officers is visualized in Figure 1.

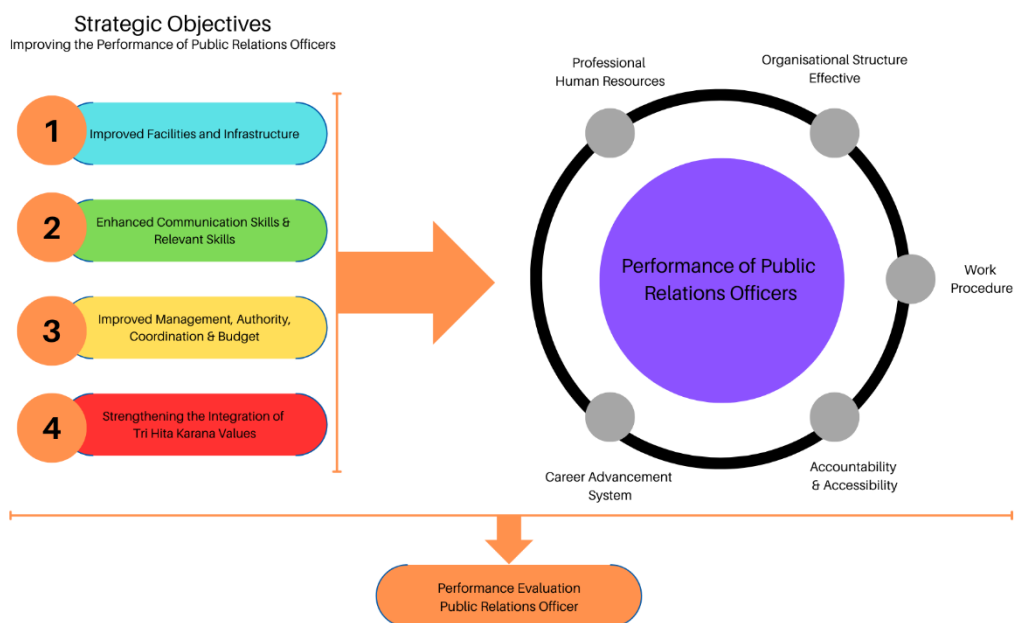


Fig 1. Performance improvement strategy of Tri Hita Karana-based public relations officer

From this chart, there are four strategic targets in efforts to improve the performance of public relations officers, namely (1) improving facilities and infrastructure. Performance requires adequate and modern facilities and infrastructure to be highly effective. Modern and updated tools are indispensable in documentation and making useful products to support the organisation's image. (2) improvement of communication skills that are relevant. In order to create content, adequate tools must be supported by high abilities, namely in the form of communication skills, choosing themes and diction and attracting attention. A public relations officer must be qualified in front of the camera with high communication skills. Next are relevant skills such as the ability of personnel to choose image angles, edit videos and make them into interesting content. For now, Hindu-themed social media still uses old people's tastes, which are serious, do not include elements of humour and are relatively monotonous. Therefore, the new generation does not relate because the preferred content is fun and still has educational value. These first two things as per the matrix analysis are major weaknesses that should receive good attention.

The next strategic goal, (3) improved management, coordination authority and adequate budget. The ASN work system should continue to be reformed to build an effective bureaucratic situation that prioritises performance. Good management based on



performance and ability will encourage young ASNs to demonstrate their abilities and performance. The like and dislike factor from superiors will paralyse performance and make potential people not given the opportunity to work. Bureaucratic reform must lead to professionalism, not emotions from those who have authority. Public relations officers are also given the authority to coordinate with parties that are needed to improve performance and build a good image of the organisation.

Budget is also an important factor. The output or product of public relations also depends on how the budget is positioned in a work unit and how effectively it is used. An adequate budget will encourage high productivity. (4) strengthening the integration of tri hita karana values. The integration of this value is needed to build a high work ethic in organisations, not just public relations officers. Therefore, various activities should be carried out with the aim of strengthening the absorption of tri hita karana values in the world of work.

Efforts to improve the performance of public relations officers require a number of strategies that are effective in carrying out their duties and responsibilities. Some strategies that can be applied to improve the performance of public relations officers include: First, the development of communication skills, both oral and written. This includes improvements in writing, public speaking, and communication through various channels, including social media. Second, enhancing digital skills, such as video editing, shooting and audiovisual presentations, is essential as videos are more desirable than long news articles. Third, a deep understanding of the audience is necessary. PR officers must understand the needs, preferences, and behaviors of their audience so that the messages delivered are more targeted. Fourth, clear communication planning and strategy are essential, including goal setting, formulation of appropriate strategies, and implementation plans involving messages, media, and schedules. Fifth, effective crisis management is also a must-have, including contingency plans for crisis situations, rapid response, provision of accurate information, and reputation management in difficult situations.

Sixth, a deep understanding of the industry and current issues is needed by PR officers in order to design relevant messages and address changes in the communication environment. Seventh, inter-departmental collaboration is needed so that messages are consistent and support overall organizational goals, including collaboration with the Bali provincial and district/city offices of the Ministry of Religious Affairs. Eighth, performance measurement and evaluation of communication campaigns needs to be done to determine success and aspects that need improvement. Ninth, public relations officers should have high work ethics, including honesty, integrity and adherence to professional ethical standards. Tenth, continuous training and development is also important to improve skills, such as courses in communication, leadership, or the latest technology. Finally, the application of Tri Hita Karana values can help build a positive work ethic, create good relationships, and consider environmental impacts in communications.

Improving the performance of public relations officers requires a commitment to personal and professional growth and development. By implementing these strategies, public relations officers can become more effective communicators and contribute to the success of the organisation or institution they represent. Especially in the Ministry of Religious Affairs, the role of public relations officers is very strategic as communicators of the ministry's programmes and achievements. As we know, religion is essential to Indonesian society, so the role of this ministry will be huge.

Tri Hita Karana is a concept of harmonious life in Balinese culture that includes human relationships with God, humans with humans, and humans with nature (Peters, 2013). In the context of the Ministry of Religious Affairs, public relations officers have an important responsibility to promote and disseminate information related to activities and programs to the public (Hamka, 2016). However, some of the challenges faced include a lack of understanding of Tri Hita Karana and low community involvement in promoted activities (Sumadi et al., 2022).

To overcome these challenges, a strategic approach is needed to improve the performance of Public Relations Officers (Erliansyah, 2017). One strategy that can be

applied is to utilize information technology and social media to disseminate information more effectively to the audience (Hidayatullah et al., 2018). In addition, the integration of Tri Hita Karana values is needed to build a high work ethic in the organization, not only for public relations officers but also all employees (Suartini & Surpi, 2022).

In an effort to improve performance, public relations officers need to plan their communications carefully. This includes setting clear objectives, formulating appropriate strategies, and detailing an implementation plan that includes messages, media, and schedules (Juhji et al., 2020). Development of communication skills is also key, both in written and oral form, including improved writing, public speaking, and communicating effectively through various channels (Putri et al., 2023).

Improving the performance of public relations officers also requires a deep understanding of their audiences. This includes analyzing audience needs, preferences, and behaviors to create more appropriate messages (Kotler, 2005). In addition, effective crisis management is an important component of PR officers' duties. They must have effective contingency plans to address crisis situations, including rapid response, provision of accurate information, and reputation management in difficult situations (Yunanto, 2021).

In the context of the Bangli Regency Ministry of Religious Affairs, the application of Tri Hita Karana values can strengthen the performance of public relations officers by integrating spiritual, social and environmental aspects in every communication activity (Sumantri et al., 2022). This will not only increase the effectiveness of communication, but also support the creation of harmony between the institution, the community and the surrounding environment.

## 5. Conclusions

This research provides an understanding and strategies that can be used to improve the performance of public relations officers at the Bangli Regency Office of the Ministry of Religious Affairs. There are four strategic targets for improving the performance of public relations officers, namely (1) Improving facilities and infrastructure, (2) Improving communication skills and relevant skills, (3) Improving management, organisational authority and budget, and (4) Strengthening the integration of tri hita karana values. By integrating the principles of Tri Hita Karana, the office can continue to strengthen the management of public relations officers and ensure that public relations officers continue to contribute to creating harmony in society, the environment, and the organisation. These strategies can be used as a guide for similar offices in optimising the role of public relations officers in promoting cultural values and sustainable policies. Thus, this research underscores the importance of Tri Hita Karana-based public relations management, recognises the significant performance of public relations officers, and offers strategies to sustainably improve the performance of public relations officers in the context of the Regional Office of the Ministry of Religious Affairs of Bangli Regency.

Another important finding is the strategies proposed in the study to sustainably improve the performance of public relations officers. These strategies include cultural, social and environmental-based approaches that can be adopted by similar offices. This is an innovative contribution that can serve as a guide for other government agencies that want to strengthen the management of their public relations officers by integrating local cultural values and sustainability principles in their work.

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