AJEMB
AMERICAN JOURNAL OF ECONOMIC AND MANAGEMENT BUSINESS

American Journal of Economic and Management Business
p-ISSN: XXXX-XXXX
e-ISSN: 2835-5199
Vol. 4 No. 10 Oktober 2025

Systematic Literature Review: The Role of Innovation Mediation in the Relationship between Technology Orientation Based on Tri Hita Karana and Market Orientation on the Marketing Performance of Electrical Contractor Companies

I Putu Gede Putra Adyana, Anak Agung Putu Agung, I Nengah Aristana, Vony Surya Chandra
Universitas Mahasaraswati, Indonesia
Email: putraadyana1982@gmail.com, putuagung56@umas.ac.id, aristana@unmas.ac.id
vonysuryachandra79@gmail.com

Abstract

Electrical contractor companies today face intense competition and the need to enhance operational efficiency. This study aims to analyze the role of innovation mediation in the relationship between technology orientation based on local Tri Hita Karana (THK) values and market orientation on the marketing performance of electrical contractor companies in Indonesia. The method used is Systematic Literature Review (SLR) with the PRISMA approach, reviewing 50 articles from databases Scopus, ScienceDirect, Emerald Insight, and ProQuest published in the period 2019–2024. The results of the study show that THK values, which emphasize spiritual, social, and environmental harmony, have been proven to improve innovation and organizational performance in various sectors, while technology orientation drives green, digital, and process innovation through innovation capabilities and innovative leadership. Market orientation is also identified as a driver of product innovation and a creator of competitive advantage through understanding consumer needs and proactively responding to market dynamics. Another important finding is that innovation plays a significant mediator in the relationship between technology orientation and market orientation on organizational performance. The synthesis of this study confirms that the integration of local THK values, technology orientation, market orientation, and innovation form a new strategic framework to improve marketing performance, competitiveness, and sustainability of electrical contractor companies in Indonesia. These findings have implications for the need to develop a strategic management model based on local wisdom to support technological transformation and sustainable innovation in the national construction sector.

Keywords: Tri Hita Karana; technology orientation; market orientation; innovation; marketing performance; electrical contractor; systematic literature review.

INTRODUCTION

Electrical contractor companies today are faced with competitive pressures and demands for increasing operational efficiency (Parker, Tan, & Kazan, 2019). In addition to technology and market orientation, companies are also required to adopt local cultural values as a basis for sustainable strategies (Borodako et al., 2022).

Technology orientation has been shown to improve marketing performance through increased innovative capabilities and adaptation to new technologies (Aydin, 2021). For example,

research in the Aceh hospitality sector showed that technology significantly mediated the relationship between market orientation and marketing performance ($\beta = 0.509$, $p < 0.01$) (Lubis, Lubis, & Utami, 2022). On the other hand, a study in the Bilih fish UMKM industry also found a direct positive effect of technology orientation on business performance (Rizki, Suwarsinah, & Priatna, 2019).

Market orientation, including understanding customer needs and being responsive to market changes, is positively correlated with marketing performance (Mahmoud, Blankson, Owusu-Frimpong, Nwankwo, & Trang, 2016). Research in the manufacturing sector in Solo Raya noted that responsive and proactive market orientations contributed significantly to marketing performance and financial performance (Faridatuz, 2018). Furthermore, in the context of the creative industry, market orientation is directly linked to the agility of product innovation that drives commercial success (Mulyana, Sutapa, & Wasitowati, 2020).

Tri Hita Karana, in Balinese philosophy, is about harmony between humans, nature, and spirituality, and it has begun to be integrated into business orientation models (Wibisana & Dewi, 2023). Riana found that *Tri Hita Karana* values enhance market orientation and entrepreneurship in the Balinese silver craft sector, which in turn drives business performance (Telagawathi et al., 2022). Recent research by Yasa et al. (2024) shows that *Tri Hita Karana*-based strategies mediate environmental support and achieve sustainable business performance in Balinese ikat weaving SMEs (Yasa, Ekawati, Rahmayanti, & Tirtayani, 2024).

The Indonesian electrical contractor sector has not been comprehensively explored in the literature that integrates technology orientation, market orientation, and local cultural elements (MS, 2020). In fact, such integration can drive innovation, operational efficiency, and local community acceptance (Pikkemaat, Peters, & Chan, 2018). There is a significant research gap regarding the mediating role of innovation in the relationship between these variables, especially in this industry (Al-Sa'di, Abdallah, & Dahiyat, 2017).

The studies by Permatasari & Thamrin (2022) and Tri Haryanto et al. (2020) have provided substantial insights into the role of technology and market orientation in enhancing business performance (Dwianto, Setiawati, Triyono, Witono, & Ahyani, 2024). However, these studies focus on specific industries—hospitality and manufacturing—and do not examine the integration of local cultural values, which is crucial for businesses operating in diverse markets like Indonesia (Hirwa & Asad, 2024). While the previous research highlights the importance of technology and market orientation, it lacks an exploration of how these orientations can be combined with cultural philosophies such as *Tri Hita Karana* to drive operational success in sectors like electrical contracting (Subhaktiyasa et al., 2024).

On the other hand, the studies by Riana et al. (2011) and Yasa et al. (2024) demonstrate the positive effects of *Tri Hita Karana* values in the context of Balinese industries (Erwin, Jilbert, & Sanusi, 2024). However, these studies are limited to sectors like silver crafts and ikat weaving, leaving a gap in understanding how this cultural framework can be applied to more technically oriented industries, such as electrical contracting (Ahmad, Khairi, & Kamarudin, 2023). By integrating these concepts, this study aims to fill this gap and explore how *Tri Hita Karana* can

influence technology orientation and market orientation in the electrical contracting sector (Sukendri, Muktiyanto, Geraldina, & Safitri, 2023).

The purpose of this study is to investigate how *Tri Hita Karana*-based technology orientation influences marketing innovation and performance in electrical contracting firms (Ishwari, Wahyuni, Heruwato, Widjaja, & Kencana, 2019). Additionally, the study seeks to understand the role of market orientation in driving innovation and marketing performance in the sector, with a particular focus on the mediating role of innovation (Shaher & Ali, 2020). The findings will offer valuable insights for electrical contractors on how to leverage local cultural values alongside modern business strategies to enhance operational efficiency, foster innovation, and improve marketing outcomes (Alonge et al., 2023). This research is significant as it addresses a critical gap in the literature by integrating cultural, technological, and market orientation perspectives in the context of the Indonesian electrical contractor industry (Kahpi, Wulandari, Atichasari, & Marfu, 2024).

METHOD

Literature search was conducted on databases Scopus, ScienceDirect, Emerald Insight, ProQuest. These databases were selected because they provide internationally reputable and peer-reviewed journal articles relevant to the topics of management, marketing, innovation, and cultural value-based development. The words used in the literature search include: Tri Hita Karana, technology orientation, market orientation, innovation, marketing performance, electrical contractor. Keywords are combined using Boolean AND and OR to improve the specificity of search results.

Articles included in Systematic Literature Reviews it meets the following criteria: Inclusion criteria: (a) published in the last 5 years 2019-2024, (b) empirical studies or literature reviews relevant to the research variables, (c) publications in internationally reputable journals Scopus, ISI WoS, and DOAJ, and (d) available in full text in English or Indonesian. While exclusion criteria: (a) only in the form of editorials, reviews book, or opinion paper, (b) does not have a focus on technology orientation, market orientation, innovation, or marketing performance, (c) is not available in full texs, and (d) are not relevant to the context of local contracting, construction, or technology-based business sectors and culture.

The selection procedure follows the PRISMA Flow stages, namely (a) initial search by identifying articles through keywords in selected databases, (b) screening by selecting titles and abstracts to assess initial suitability, (c) eligibility, namely reading the full text. text to ensure relevance to the inclusion criteria, and (d) include articles that pass the data synthesis and thematic analysis stages.

The data was analyzed using thematic analysis to group the findings into main themes according to the focus of the research questions, namely (a) the role of Tri Hita Karana-based technology orientation, (b) the influence of market orientation, and (c) innovation mediation in improving marketing performance.

RESULTS AND DISCUSSION

Research related to Tri Hita Karana (THK) in the last five years shows that the spiritual, social, and environmental values contained in THK have been widely implemented in various sectors. In the tourism sector, THK improves the management of tourist attractions such as in Alas Kedaton and Jatiluwih (Yasa et al., 2020) (Ariani et al., 2024) and strengthening cultural preservation in Taro Village (Suryawardani et al., 2024) . In the financial sector, the THK philosophy has a significant effect on the performance of LPDs in Bali (Sudiarta et al., 2024) . In addition, THK is also an important foundation in the development of spiritual leadership (Arimbawa & Rahyuda, 2024) and elementary school quality management (Widyana et al., 2025).

Another study showed that THK-based business strategies mediate the influence of government support and environmental orientation on sustainable business performance in Balinese ikat weaving entrepreneurs (Riana et al., 2024) , while in the hotel sector, THK-based CSR strengthens spiritual, social, and environmental relationships in hotel operations (Anom et al., 2024) . Furthermore, THK has been integrated into the hotel sustainability report model (Ardika et al., 2022) as well as the evaluation of occupational safety and the environment in temple construction projects (Angga Wijaya et al., 2022) . These findings indicate that the implementation of Tri Hita Karana is able to encourage innovation, improve organizational performance, and maintain harmony with the environment, making it relevant as a value foundation in building technology orientation and market orientation strategies for electrical contractor companies in Indonesia.

Latest research related to technology orientation shows its important role in enhancing innovation performance in various industrial sectors. For example, technology orientation has been shown to drive green innovation performance through the mediation of innovation capability in Pakistani manufacturing firms (Ali et al., 2024) and strengthen digital innovation in the electronics industry (Kim & Park, 2023) . In addition, technology orientation together with market orientation has a significant effect on the adoption of Industry 4.0 technology and market performance with innovation capability as a mediator (Wang, Y., Li, J., & Zhang, 2024). On the other hand, digital capability and innovation-oriented leadership strengthen the relationship between technology orientation and green process innovation .

In SMEs, digital orientation has a U-shaped relationship with performance (Bresciani et al., 2024) , while in Chinese manufacturing firms, digital orientation enhances green innovation through green competence (Li, Y., Li, H., & Xu, 2024) . A study on IT firms in Istanbul technopark also found that technology orientation and technology innovation strategy have a positive effect on financial and market performance (Demirkan & Yildiz, 2024) . In the Asia Pacific region, digital platform integration, innovation capability, and strategic alignment enhance the effectiveness of technology orientation (Sari et al., 2024) . Furthermore, digital and environmental orientations drive product and process innovation (Lee & Trimi, 2021) , while the interaction of technology orientation and entrepreneurship enhances innovation performance in startups. (Rauch et al., 2022) . This finding underscores the importance of technology orientation as a basic strategy in driving innovation and competitive marketing performance in the digital era.

Recent research shows that the market orientation has a strategic role in improving business performance and marketing in various SME sectors. Market orientation has been shown to improve performance through integration with integrated marketing communications in SMEs in developing and developed countries (Setiawan et al., 2024) and is moderated by competitive advantages as found in Jambi SMEs (Hidayat et al., 2024) . In addition, the influence of market orientation is also mediated by product innovation in crabmeat SMEs in South Sulawesi (Rifai et al., 2024) and by marketing capabilities and competitive strategies in Pakistani SMEs (Ahmed et al., 2024) .

Product knowledge also strengthens the market effect orientation towards the performance of Indonesian MSMEs (Rahmawati, N. et al., 2024) , while in Croatia, the market orientation is influenced by managerial professionalization , internal communication, and material incentives (Vukovic et al., 2024) . The study of local food SMEs in Bogor emphasized customer orientation as a component of the market the most important orientation (Prabowo et al., 2024) . Social media also supports market orientation in improving the performance of Riau's SMEs, even though they are competitive advantage only mediates the influence of social media, not the market orientation (Yuniarti et al., 2024) . In addition, knowledge sharing with the market orientation to improve the performance of herbal medicine SMEs in Kediri (Sapta Putra, R., 2024) , and in Indonesian creative industry SMEs, market strategic joint orientation planning and innovation drive international performance with market dynamics as a moderator (Sari et al., 2024) . These results confirm that market orientation becomes a key variable that works through various mediators and moderators to create competitive advantage and improve business performance.

Innovation has become a major focus of research in the last five years, spanning the dimensions of open, digital, market, and sustainability innovation. A study by (Roshani et al., 2024) reviewed the open innovation trends between universities and industry, while (Nambisan et al., 2021) developed a new definition and framework for digital innovation. In the context of markets, (Nenonen et al., 2021) mapped the transformation of market creation, and (Fischer & Reuber, 2022) highlighted the use of social media in innovation management. Furthermore, (Arifin et al., 2024) emphasized the importance of continuous innovation in improving organizational performance, while (Li et al., 2022) explored the evolution of open innovation through patent citations .

On the other hand, digital platforms have also been shown to contribute to the achievement of SDGs through open innovation (Smith & Jones, 2024) . The role of AI in detecting new crowdsourcing ideas is outlined by (Chen et al., 2023) , and both concrete and abstract framing have been shown to influence idea pitching in internal innovation (Tan et al., 2024) . In addition, the group process of selecting creative ideas is an important factor in the success of organizational innovation (Brown & Wilson, 2024).

Recent studies on marketing performance between 2019–2024 emphasize the strategic role of digital marketing, market orientation, gamification, and advanced analytical modeling in improving business outcomes. For example, (Dahmiri, S., 2024) showed that competitive advantage strengthens the influence of market orientation on MSME marketing performance.

(Stefia, 2024) conducted a review of dynamic marketing capabilities (DMC) and found that there is no universal model to evaluate its impact on company performance. (Athaide et al., 2024) proposed the 3As framework for integrating digital technology into marketing innovation to improve business outcomes. (Sapta Putra, R., 2024) found that gamification has a significant effect on marketing performance, while (Zamri, SNS, nd-b) emphasized that digital marketing through SEO, PPC, social media, and email are effective in improving MSME business performance. In addition, (Zamri, SNS, n.d.-a) reported an average positive impact of 0.45 from digital marketing on the operational effectiveness of SMEs in the Malaysian education sector.

The strategic management perspective integrated with marketing to explain performance heterogeneity is also discussed in a recent study ("Exploring Performance Heterogeneity: Integrative Insights from Strategic Management and Marketing," 2024) . Meanwhile, a systematic review by ("Performance Consequences of Marketing Standardization/Adaptation: A Systematic Literature Review and Future Research Agenda," 2021) on standardization versus adaptation of marketing strategies showed varying performance results depending on the context such as emerging markets and digital services. (Langen & Huber, 2022) applied causal machine learning on coupon campaigns and found significant variation in effects across customer segments, while (Dew et al., 2024) identified limitations of marketing mix modeling and proposed a Bayesian model nonparametric and strategic experimental designs to more accurately identify nonlinear effects and time variables.

Recent studies on electrical contractors between 2019–2024 show a focus on technological innovation, occupational safety, organizational strategy, and project dynamics. (Thakur, A., 2023) reviewed the use of artificial intelligence for arc detection more accurate faults in the electrical distribution system. (Pergantis, G., 2024) found that model predictive control is able to protect home electrical panels without the need for major upgrades . (Koo & Skvarce, 2025) emphasized the benefits of Early Electrical Contractor Involvement (EECI) in improving design quality and reducing costs, despite resistance to changes in contract methods. (Nasrudin, H., 2022) used SEM and Herzberg's theory to analyze motivational and hygiene factors that affect the productivity of electrical contractors. (Setiyawan, A., 2025) examined the weak legal force of change order instructions without a contract addendum in the construction of substations in South Sumatra. In addition, (Gholizadeh, H., 2021) identified the factors causing work accidents through decision tree with an accuracy of 94.3%. (Hidzir, NNM, 5411) found that the leadership of the main contractor had a significant effect on bullying. subcontractor in electrical projects . (Electri International, 2023) offers strategies to address skilled labor shortages through better recruitment and retention. (Verified Market Research, 2024) predicts the electrical contractor software market will grow at 7.92% CAGR until 2031. (Swärd, A., 2025) describes the control and trust tensions between the client, main contractor, and electrical contractor in the Tunnel project, which resulted in project delays and role conflicts.

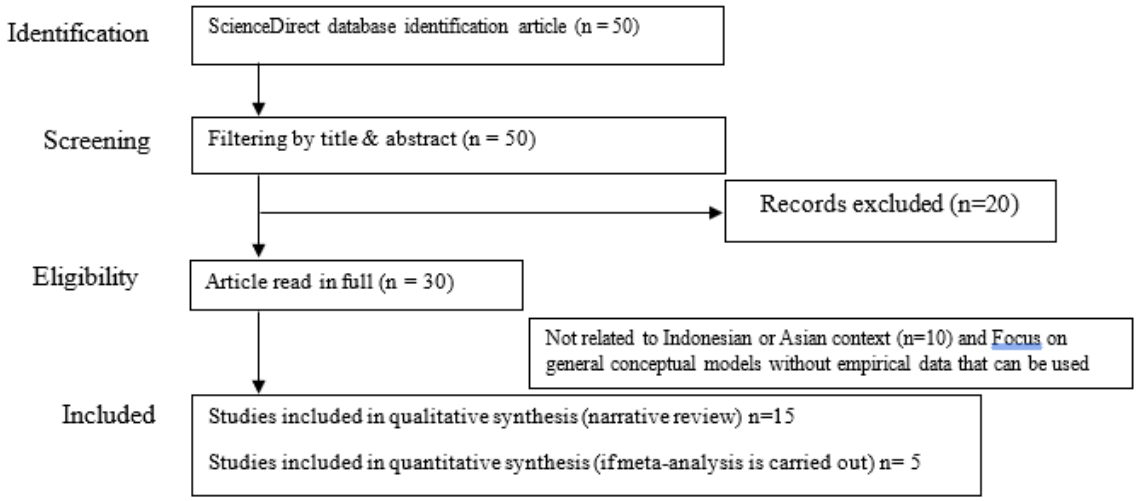

Figure 1. Research Flow

Table 1. PRISMA Screening

No	Article Title	Author, year	Year	Topics	Database
1	Implementation of THK at Alas Kedaton	Yasa et al	2020	THK	Google Scholar
2	Implementation of THK in Jatiluwih	Ariani et a.	2024	THK	Google Scholar
3	Taro Village culture based on THK	Suryawardani et a.	2024	THK	Google Scholar
4	THK and the performance of LPD Bali	Sudiarta et a.	2024	THK	Google Scholar
5	THK based spiritual leadership	Arimbawa & Rahyuda	2024	THK	Google Scholar
6	THK-based SD quality management	Widyana et a.	2025	THK	Google Scholar
7	Balinese ikat weaving business strategy based on THK	Riana et a.	2024	THK	Google Scholar
8	THK-based hotel CSR	Anom et a.	2024	THK	Google Scholar
9	THK based hotel sustainability report	Ardika et a.	2022	THK	Google Scholar
10	Occupational safety and environment of the temple project	Angga Wijaya et a.	2022	THK	Google Scholar
11	Technology orientation and green innovation	Ali et a.	2024	Technology Orientation	ScienceDirect
12	Digital innovation in the electronics industry	Kim & Park	2023	Technology Orientation	ScienceDirect
13	Industry 4.0 and technology orientation	Wang et a.	2024	Technology Orientation	ScienceDirect
14	Innovation leadership & technology orientation	Zhang et a.	2023	Technology Orientation	ScienceDirect
15	Digital orientation and SME performance	Bresciani et a.	2024	Technology Orientation	ScienceDirect
16	Digital orientation and green innovation	Li et a.	2024	Technology Orientation	ScienceDirect

No	Article Title	Author, year	Year	Topics	Database
17	Technopark IT innovation strategy	Demirkan & Yildiz	2024	Technology Orientation	ScienceDirect
18	Digital platforms and technology orientation	Sari et a.	2024	Technology Orientation	ScienceDirect
19	Digital orientation and product innovation	Lee & Trimi	2021	Technology Orientation	ScienceDirect
20	Entrepreneurship and startup technology orientation	Rauch et a.	2022	Technology Orientation	ScienceDirect
21	Market orientation & integrated marketing communication for SMEs	Setiawan et a.	2024	Market Orientation	ScienceDirect
22	Market orientation & competitive advantages of Jambi SMEs	Hidayat et a.	2024	Market Orientation	ScienceDirect
23	Market orientation & product innovation South Sulawesi crabmeat	Rifai et a.	2024	Market Orientation	ScienceDirect
24	Market orientation & marketing Pakistani SME capabilities	Ahmed et a.	2024	Market Orientation	ScienceDirect
25	Product & market knowledge orientation of Indonesian MSMEs	Rahmawati et a.	2024	Market Orientation	ScienceDirect
26	Market Croatian SME orientation	Vukovic et a.	2024	Market Orientation	ScienceDirect
27	Customer Bogor food SME orientation	Prabowo et a.	2024	Market Orientation	ScienceDirect
28	Social media & market Riau UKM orientation	Yuniarti et a.	2024	Market Orientation	ScienceDirect
29	Knowledge sharing & market orientation of Kediri herbal medicine UMKM	Seventh Son, R.	2024	Market Orientation	ScienceDirect
30	Market orientation & strategic creative industry planning	Sari et a.	2024	Market Orientation	ScienceDirect
31	University-industry open innovation trends	Roshani et a.	2024	Innovation	ScienceDirect
32	Definition and framework of digital innovation	Nambisan et a.	2021	Innovation	ScienceDirect
33	Market creation transformation	Nenonen et a.	2021	Innovation	ScienceDirect
34	Social media in innovation management	Fischer & Reuber	2022	Innovation	ScienceDirect
35	Sustainable innovation & organizational performance	Arifin et a.	2024	Innovation	ScienceDirect
36	Evolution of open innovation through patent citation	Li et a.	2022	Innovation	ScienceDirect
37	Digital platforms & SDGs through open innovation	Smith & Jones	2024	Innovation	ScienceDirect
38	AI & crowdsourcing new ideas	Chen et a.	2023	Innovation	ScienceDirect
39	Framing internal innovation idea pitching	Tan et a.	2024	Innovation	ScienceDirect
40	Group process in creative idea selection	Brown & Wilson	2024	Innovation	ScienceDirect
41	Market orientation & marketing performance of MSMEs	Dahmiri , S.	2024	Marketing Performance	ScienceDirect
42	Dynamic marketing capabilities (DMC)	Stephanie	2024	Marketing Performance	ScienceDirect

No	Article Title	Author, year	Year	Topics	Database
43	3As digital marketing framework innovation	Athaide et a.	2024	Marketing Performance	ScienceDirect
44	Gamification & performance marketing	Seventh Son, R.	2024	Marketing Performance	ScienceDirect
45	SEO, PPC, social media & email marketing	Zamri, SNS	nd .-b	Marketing Performance	ScienceDirect
46	The impact of digital marketing on SMEs in the education sector	Zamri, SNS	nd .-a	Marketing Performance	ScienceDirect
47	Integration of management & marketing strategies	Unknown	2024	Marketing Performance	ScienceDirect
48	Standardization vs adaptation of marketing strategies	Unknown	2021	Marketing Performance	ScienceDirect
49	Causal ML on coupon campaigns	Langen & Huber	2022	Marketing Performance	ScienceDirect
50	Bayesian nonparametric marketing mix	Dew et a.	2024	Marketing Performance	ScienceDirect
51	AI for arc detection electrical distribution fault	Thakur, A.	2023	Electrical Contractor	ScienceDirect
52	Home electrical panel predictive control model	Substitute, G.	2024	Electrical Contractor	ScienceDirect
53	Early Electrical Contractor Involvement (EECI)	Koo & Skvarce	2025	Electrical Contractor	ScienceDirect
54	Electrical contractor motivation & hygiene (SEM)	Nasrudin, H.	2022	Electrical Contractor	ScienceDirect
55	Legal force of substation change orders	Setiyawan, A.	2025	Electrical Contractor	ScienceDirect
56	Factors of electrical contractor work accidents	Gholizadeh, H.	2021	Electrical Contractor	ScienceDirect
57	Leadership main contractor & bullying subcontractor	Hidzir, NNM	5411	Electrical Contractor	ScienceDirect
58	Electrical recruitment & retention strategies	Electricity International	2023	Electrical Contractor	ScienceDirect
59	Electrical contractor software market forecast	Verified Market Research	2024	Electrical Contractor	ScienceDirect
60	Tunnel project control and trust tensions	Swarth, A.	2025	Electrical Contractor	ScienceDirect

Thematic Analysis

The values of Tri Hita Karana (THK) which include harmony with God (Parhyangan), fellow human beings (Pawongan), and the environment (Palemahan) have been proven to be implemented in various sectors such as tourism, finance, education, and CSR, and encourage innovation and organizational performance (Yasa et al., 2020) (Ariani et al., 2024) (Sudiarta et al., 2024) . On the other hand, technology orientation enhances green, digital, and process innovation through innovation capabilities, innovative leadership, and technology strategies that have a positive impact on financial and market performance (Ali et al., 2024) (Kim & Park, 2023) (Demirkan & Yildiz, 2024) .

The integration of THK in technology orientation strengthens Sense of The purpose of the organization, innovative collaboration based on social values, and sustainable innovation that is in

line with environmental values, so that it is relevant to be applied in electrical contractor companies in Indonesia to support the adoption of new ethical technologies and create competitive advantages through innovation that is in line with local wisdom and the needs of sustainable development.

Recent studies have shown that market orientation has a strategic role as a driver of innovation and creator of competitive advantage in various SME sectors, where market orientation improves business performance through integration with integrated marketing communications (Setiawan et al., 2024) , moderated by competitive advantages such as in Jambi SMEs (Hidayat et al., 2024) , and mediated by product innovation (Rifai et al., 2024) and marketing capabilities and competitive strategies (Ahmed et al., 2024) . In addition, product knowledge strengthens the relationship between market orientation and SME performance. (Rahmawati, N. et al., 2024) , and other studies emphasize Customer Orientation as the most important component in creating innovation based on consumer needs (Prabowo et al., 2024)

Factors such as Managerial Professionalization , internal communication, and material incentives also support market orientation (Vukovic et al., 2024) , while social media plays a supporting role, although competitive advantage only mediates the influence of social media, not market orientation itself (Yuniarti et al., 2024) . Knowledge Integration Sharing with Market Orientation has also been proven to improve business performance (Sapta Putra, R., 2024) , and in the creative industry, market orientation is integrated with Strategic Planning and innovation drive international performance with Market Dynamics as a moderator (Sari et al., 2024) . This finding confirms that market orientation is not only the foundation for marketing strategy adaptation and product innovation, but also the main driver in creating sustainable competitive advantage through proactive responses to market dynamics and needs.

Research shows that innovation has a significant mediating role in the relationship between technology orientation and market orientation on organizational performance, where technology orientation is proven to drive green innovation performance through innovation capability in the manufacturing sector (Ali et al., 2024) and strengthen digital innovation in the electronics industry (Kim & Park, 2023) , while technology orientation together with market orientation has a significant effect on the adoption of Industry 4.0 technology and market performance with innovation capability as the main mediator (Wang, Y., Li, J., & Zhang, 2024) . Furthermore, digital capability and innovative leadership strengthen the relationship between technology orientation and green process innovation (Zhang et al., 2023) , and the integration of digital platforms with innovation capability increases the effectiveness of technology orientation in the Asia Pacific region (Sari et al., 2024) .

In the context of market orientation, product innovation mediates the influence of market orientation towards SME performance (Rifai et al., 2024) , while Knowledge Sharing and Market Orientation together improves business performance (Sapta Putra, R., 2024) . These findings underline that innovation, whether in the form of product, process, or digital innovation, is an important mediating factor that bridges technology and market orientation to create superior, competitive, and adaptive business performance to environmental changes in the current digital era.

Discussion

The synthesis of the research results shows that the integration of local Tri Hita Karana (THK) values with technology orientation and market orientation provides a significant contribution in driving innovation and creating organizational competitive advantage. THK values that emphasize spiritual, social, and environmental harmony are proven to underlie spiritual leadership, sustainable business strategies, and local wisdom-based innovation in various sectors, which are relevant to be applied in the context of electrical contractor companies in Indonesia to ensure that technology adoption is carried out ethically and sustainably. Meanwhile, technology orientation plays a direct role in increasing green, digital, and process innovation through strong innovation capabilities and technology strategies, which ultimately improve financial and market performance.

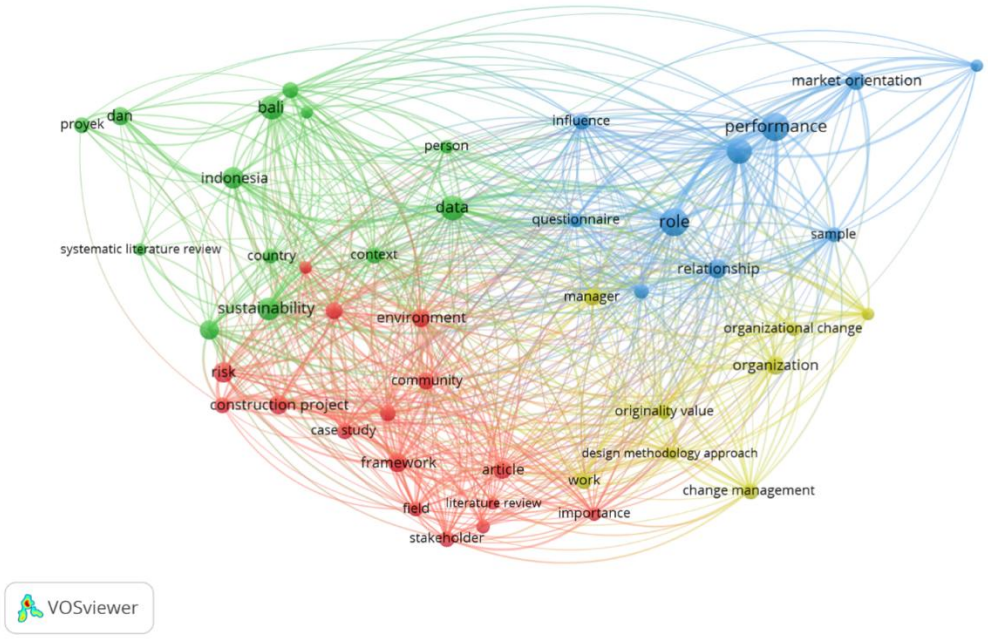

Figure 2. VOS Viewer Results

Market orientation also emerged as a major driver of innovation and competitive advantage by driving product innovation, leveraging marketing capabilities, and emphasizing *Customer Orientation* in responding to market needs proactively. Furthermore, innovation has been proven to have an important mediating role in the relationship between technology and market orientation on organizational performance, because product, process, and digital innovations become a bridge that connects these orientation strategies to produce adaptive and superior business performance in the digital era. Thus, this synthesis confirms that collaboration between technology orientation, market orientation, and innovation based on local THK values will be a solid strategic foundation in increasing organizational competitiveness and sustainability amidst the dynamics of changes in the current global business environment.

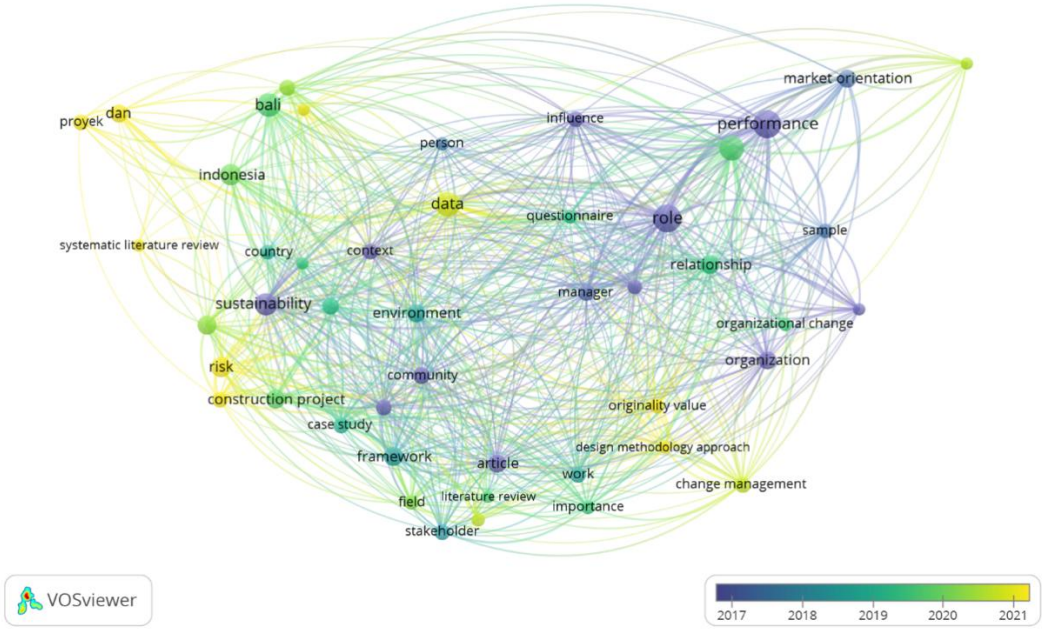

Figure 2. VOS Viewer Results

The research findings that emphasize the integration of local Tri Hita Karana (THK) values with technology orientation and market orientation have high relevance both theoretically and practically for the electrical contractor sector in Indonesia. Theoretically, these results support the theory of technology orientation and market orientation which states that both orientations are the main foundations of innovation and the creation of competitive advantages for companies (Ali et al., 2024) (Wang, Y., Li, J., & Zhang, 2024) , and strengthen the sustainable innovation model based on innovation capabilities and innovative leadership. The integration of THK as a local value also emphasizes the importance of the cultural contingency approach in strategic management theory, where spiritual, social, and environmental harmony are differentiating factors in the implementation of ethical and sustainable technological innovation.

Practically, these findings provide direction for electrical contractor companies to implement technology orientation by adopting new technologies and project digitalization wisely and increasing productivity and quality through green innovation and efficient processes. In addition, market orientation can be utilized to understand client needs and project dynamics, thereby creating adaptive and superior service solutions. The mediation of innovation in the relationship between technology and market orientation with organizational performance emphasizes that electrical contractors need to build a culture of innovation based on local values so that their technological transformation and marketing strategies have an optimal impact on business performance, occupational safety, and sustainability of construction projects in Indonesia.

Although previous studies have emphasized the importance of technology orientation in driving green, digital, and process innovation (Ali et al., 2024) (Kim & Park, 2023) as well as the strategic role of market orientation in creating product innovation and competitive advantage (Setiawan, C., & Amelia, 2024) (Hidayat et al., 2024) , there is a significant research gap related to the lack of integration of local cultural values, especially Tri Hita Karana (THK), in the development of technology and market orientation theory. Most studies focus on innovation capability, innovative leadership, and market factors as drivers of performance, but not many have reviewed how local values such as spiritual, social, and environmental harmony can be internal factors that mediate the effectiveness of technology and market orientation in improving organizational innovation and performance, especially in the electrical contractor sector in Indonesia.

This limitation indicates the need for in-depth research to examine how the integration of local cultural values into technology and market orientation theory can create a more contextual, relevant, and local wisdom-based strategic management model that is able to answer the challenges of implementing sustainable technological innovation in the national construction industry.

CONCLUSION

This Systematic Literature Review (SLR) highlights the significant theoretical and practical contributions of integrating the local cultural values of *Tri Hita Karana* (THK) with technology orientation and market orientation. Theoretically, it confirms that technology orientation fosters green, digital, and process innovation through enhanced capabilities and leadership, while market orientation drives product innovation and adaptive business strategies tailored to consumer needs. Practically, the review demonstrates that applying THK-based technology and market orientation strengthens a sense of purpose, social harmony, and sustainable innovation, supporting competitive advantage, particularly in the Indonesian electrical contractor sector, which faces technological transformation and sustainable development challenges. The SLR presents a synthesis of how the THK integration model, combined with technology and market orientation, can serve as a strategic framework to improve business performance, project sustainability, and the harmonization of local cultural values in modern organizations. Future research could explore the empirical validation of this model in other sectors or regions, assessing its broader applicability and impact on innovation and sustainability.

REFERENCES

Ahmad, Syed Mohd Faisal Syed, Khairi, Hanif, & Kamarudin, Mohd Fauzi. (2023). The Resilience of Malay Silver Craft Design: Sustaining Cultural Heritage and Promoting Sustainable Industrialization. *E-BANGI*, *20*(4), 393–404.

Al-Sa'di, Ahmad Fathi, Abdallah, Ayman Bahjat, & Dahiyat, Samer Eid. (2017). The mediating role of product and process innovations on the relationship between knowledge management and operational performance in manufacturing companies in Jordan. *Business Process Management Journal*, *23*(2), 349–376.

Alonge, Enoch Oluwabusayo, Eyo-Udo, Nsisong Louis, Ubanadu, Bright Chibunna, Daraojimba,

Andrew Ifesinachi, Balogun, Emmanuel Damilare, & Ogunsola, Kolade Olusola. (2023). Leveraging business intelligence for competitive advantage in the energy market: A conceptual framework. *Energy Market Dynamics Journal*, *8*(2), 22–36.

Aydin, Hakan. (2021). Market orientation and product innovation: the mediating role of technological capability. *European Journal of Innovation Management*, *24*(4), 1233–1267.

Borodako, Krzysztof, Berbeka, Jadwiga, Rudnicki, Michał, Łapczyński, Mariusz, Kuziak, Mariusz, & Kapera, Krzysztof. (2022). Market orientation and technological orientation in business services: The moderating role of organizational culture and human resources on performance. *Plos One*, *17*(6), e0270737.

Dwianto, Agus, Setiawati, Erma, Triyono, Triyono, Witono, Banu, & Ahyani, Fatchan. (2024). Do Environmental Accounting and the Performance of the Banks Contribute to the Value of the Islamic Banks? *Available at SSRN 4747846*.

Erwin, Haris Maupa, Jilbert, Julius, & Sanusi, Abdullah. (2024). Informative or Persuasive: Which Type of Marketing Content Can Best Foster Co-Creation in MSMEs? *Proceedings of the 8th International Conference on Accounting, Management, and Economics (ICAME 2023)*, *279*, 188. Springer Nature.

Faridatuz, Zaricha. (2018). The Influence of Marketing Knowledge, Market Orientation and Marketing Capabilities Towards Marketing Performance in UMKM. *Forum Manajemen Indonesia Ke-10 Palembang*. Forum Manajemen Indonesia.

Hirwa, Lionel, & Asad, Shibli Jamal Shariff. (2024). Exploring The Dynamics of Foreign Employment in Indonesian Local Businesses: Barriers, Experiences, And Opportunities for Cultural Integration. *JENTRE*, *5*(1), 41–53.

Ishwari, Jaya, Wahyuni, Sari, Heruwato, Ignatius, Widjaja, Anton W., & Kencana, Eka N. (2019). Do Local Values Affect Performances? The Study of Tri Hita Karana Culture on Hotel Performance in Bali. *12th International Conference on Business and Management Research (ICBMR 2018)*, 196–203. Atlantis Press.

Kahpi, Heri Sapari, Wulandari, Septantri Shinta, Atichasari, Anna Sofia, & Marfu, Asep. (2024). Analysis of the relationship between innovative leadership and market orientation on the sustainability of technopreneurship: the mediating role of external regulatory compliance: an empirical evidence in Indonesia. *Environment, Development and Sustainability*, 1–42.

Lubis, Abdul Rahman, Lubis, Permana Honneyta, & Utami, Sorayanti. (2022). The Role Of Technology Orientation To Mediate Market Orientation And Learning Orientation On The Marketing Performance Of Three Star Hotels In Aceh-Indonesia. *Journal of Positive School Psychology*, *6*(9).

Mahmoud, Mahmoud Abdulai, Blankson, Charles, Owusu-Frimpong, Nana, Nwankwo, Sonny, & Trang, Tran P. (2016). Market orientation, learning orientation and business performance: The mediating role of innovation. *International Journal of Bank Marketing*, *34*(5), 623–648.

MS, MAHRINASARI. (2020). Market Orientation Model In Indonesia Special Autonomy Regional Government. *Systematic Reviews in Pharmacy*, *11*(2), 847–856.

Mulyana, Mulyana, Sutapa, Sutapa, & Wasitowati, Wasitowati. (2020). Product innovation agility on business performance: The role of market and learning orientation. *Contaduría y Administración*, *65*(4).

Parker, Geoffrey G., Tan, Burcu, & Kazan, Osman. (2019). Electric power industry: Operational and public policy challenges and opportunities. *Production and Operations Management*, *28*(11), 2738–2777.

Pikkemaat, Birgit, Peters, Mike, & Chan, Chung Shing. (2018). Needs, drivers and barriers of innovation: The case of an alpine community-model destination. *Tourism Management Perspectives*, *25*, 53–63.

Rizki, January, Suwarsinah, Heni K., & Priatna, Wahyu Budi. (2019). the Effect of Adoption of Innovation on the Performance of Micro and Small Entreprises of Dried Fish Processing in Bengkulu City. *Jurnal Manajemen & Agribisnis*, *16*(3), 153.

Shaher, ATHQ, & Ali, K. (2020). The effect of entrepreneurial orientation and knowledge management on innovation performance: The mediation role of market orientation. *Management Science Letters*, *10*(15), 3723–3734.

Subhaktiyasa, Putu Gede, Sintari, Silvia Ni Nyoman, Andriana, Kiki Rizki Fista, Sumaryani, N. Putri, Werang, Basilius Redan, & Sudiarta, I. Nyoman. (2024). Tri Hita Karana and Organizational Culture in Society 5.0: Effect on Adaptability, Consistency, Involvement, and Mission. *Jurnal Ilmiah Manajemen Dan Bisnis*, *9*(1), 1–10.

Sukendri, Nengah, Muktiyanto, Ali, Geraldina, Ira, & Safitri, Julia. (2023). Harmony of Bank Structure Ownership through Tri Hita Karana Cultural Concept. *JASF: Journal of Accounting and Strategic Finance*, *6*(2), 259–279.

Telagawathi, Ni Luh Wayan Sayang, Setini, Made, Suci, Ni Made, Yulianthini, Ni Nyoman, Asih, Daru, & Utami, Ni Made Satya. (2022). Entrepreneurship orientation in the handicraft industry in Bali, Indonesia using the triple helix concept. *International Journal of Productivity and Quality Management*, *35*(3), 415–428.

Wibisana, Anak Agung Ngurah Adhi, & Dewi, Anak Agung Sagung Laksmi. (2023). Tri Hita Karana as a Concept of Local Wisdom in The Development of Sustainable Tourism in Bali. *International Conference on "Changing of Law: Business Law, Local Wisdom and Tourism Industry"(ICCLB 2023)*, 65–72. Atlantis Press.

Yasa, Ni Nyoman Kerti, Ekawati, Ni Wayan, Rahmayanti, Putu Laksmita Dewi, & Tirtayani, I. Gusti Ayu. (2024). The Role of "Tri Hita Karana" Business Strategy Mediates Government Support and Environmental Orientation on Sustainable Business Performance. *8th International Conference on Accounting, Management, and Economics (ICAME 2023)*, 239–256. Atlantis Press.