



TRIPLE BOTTOM LINE IN CULTURAL EVENTS: THE GENERATION-Z PERCEPTIONS

Sukmasari Putri¹ Wayan Gede Supartha² Kemala Vidyantari³

Article history:

Submitted: 25 November 2025

Revised: 31 December 2025

Accepted: 23 December 2025

Keywords:

Art and Heritage;

Cultural Events;

Perceived Value;

Sustainable Communities;

Triple Bottom Line;

Corresponding:

Universitas Warmadewa, Bali,
Indonesia

Email:

sukmasari.triana@warmadewa.ac.id

Abstract

This research examines indicators that are relevant to the Triple Bottom Line in Cultural Events based on the perceptions of Gen-Z. The phenomenon of the dominance of foreign cultures among Gen-Z society prompts the author to examine the sustainability of cultural events in Indonesia. This research was conducted using a purposive sampling approach and utilize factor analysis, with respondents being individuals born between 1995 and 2012, who were determined as Gen-Z, who have previously attended cultural events such as Bali Art Festival, Banyuwangi Ethno Carnival, Gandrung Sewu Festival, and others. Based on previous research, the triple bottom line (TBL) on cultural events has both positive and negative impacts. In this research, Gen-Z also agree that cultural events give benefits as well as some disadvantages for the local communities. They generally hold a very positive view regarding the social and economic contributions of cultural events, particularly in fostering community pride and boosting local economies. Gen-Z is concerned about potential negative impacts like littering and noise on the surrounding area. Overall, Gen-Z perceived the cultural events as promising events in the future. Still, they felt cultural events could not be a mediator for local product enhancement and environment cleanliness. It is hoped that this research could bring a contribution to further cultural festivals held by the organisers and governments in Indonesia.

Universitas Warmadewa, Bali, Indonesia²

Email: yande.partha@gmail.com

Universitas Warmadewa, Bali, Indonesia³

Email: putu.kemalavidyantari@warmadewa.ac.id

INTRODUCTION

In Indonesia, a nation renowned for its rich and diverse cultural heritage, cultural events serve as vital platforms for preserving and promoting local traditions in the face of increasing globalisation. These events, ranging from traditional festivals to modern art exhibitions, are not merely forms of entertainment; they are essential for fostering cultural identity and stimulating local economies (Gómez-Ullate & Saraiva, 2024). As the world becomes more interconnected, the younger generation, specifically Generation Z, plays a pivotal role in the evolution and future of these events. While Millennials and Gen Z are often grouped as younger generations, their characteristics, mindsets, and actions differ significantly (Maziyah, 2025). People who were born between 1995 and 2012, Gen-Z, characterized by their digital fluency, financial and social consciousness (Chan & Lee, 2023), is uniquely positioned to bridge traditional values with contemporary trends, ensuring that Indonesia's cultural legacy remains relevant and enhances the local identity (Ramadhan & Adi Prasetijo, 2023).

The Triple Bottom Line (TBL) is a sustainability framework that expands the financial profit to include community partnership and the ecosystem. (Maria et al., 2025). For cultural events, this framework is crucial because it provides a holistic way to measure their actual impact beyond ticket sales or economic contributions. The community partnership, also referred to as the “people” aspect, evaluates the event's social benefits, such as fostering community pride, creating local jobs, and promoting inclusivity. The ecosystem or “planet” dimension assesses its environmental footprint, including waste generation, energy consumption, and impact on the local environment. Finally, the “profit” component considers not just the revenue but the broader economic benefits, like boosting tourism and supporting local businesses.

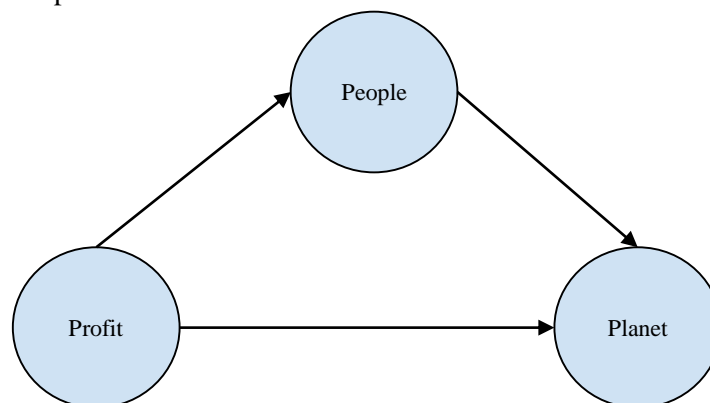
Aligning with sustainability development, TBL was the solid foundation for implementing sustainable actions. TBL framework related to SDG goals, which are decent work and economic growth (SDG 8), responsible consumption and production (SDG 12), as well as climate action (SDG 13). Furthermore, TBL can be applied in business blueprints and policy to achieve sustainable practices in production, decrease carbon emissions, and improve citizens' welfare (Nica et al., 2025). When the land demand in urban area are continuous growing, TBL could balance the citizen satisfaction and long-term benefits in ecology.

Since the early 2000s, foreign entertainment shaped Indonesian young generations and played a significant role in their behaviour and preferences. (Hening et al., 2024). This comprehensive framework becomes particularly relevant in Indonesia due to the increasing dominance of foreign cultures, which threatens the sustainability of indigenous traditions. Many cultural events in Indonesia are designed to showcase and preserve local heritage. Still, their long-term success hinges on their ability to be self-sustaining while also being environmentally and socially responsible. Therefore, by applying the TBL framework, this research is motivated to examine whether and how cultural events effectively balance these three pillars in the eyes of Generation Z, a group critical to the accountable actions of sustainability, and on preservation. (Nikolić et al., 2022).

While the Triple Bottom Line (TBL) framework has been extensively applied to assess the sustainability of various events, including festivals and cultural gatherings (Muresherwa et al., 2023) A significant research gap exists concerning the specific perceptions of Generation Z in the Indonesian context. Existing studies often focus on the perspectives of media, diplomacy, or government. Still, there is a notable scarcity of research that zeroes in on the pioneers of the digital conscious demographic. Given that Gen-Z represents the future audience and potential stewards of cultural heritage, understanding their viewpoints on the social, economic, and environmental impacts of cultural events is critical for ensuring long-term sustainability. This study seeks to fill this void by providing a detailed analysis of Gen-Z's unique perceptions, which is essential for guiding future cultural festival management and policy-making in Indonesia.

Traditions that were passed down by our forefathers could be in any form, such as rituals, performing arts, festive events, knowledge, and standard practices about nature, as well as skills to produce traditional products. (Mathioudakis et al., 2022). Understanding the context of cultural manifestations reveals relevant information about identity values and ensures the continuity of social groups within communities. (Ziyatbay, 2024). Their tradition values are embodied in the perspective of objects as well as the perceived of nature. (Liang et al., 2022). The communities build pattern of their development thinking must be influenced by the integration of the social-cultural value, knowledge of nature, and economic demands.

Each dimension in Triple Bottom Line (TBL) play crucial role in achieving sustainability. Profit maximisation no longer appears to be the sole priority for modern businesses; instead, a balanced approach is increasingly favoured by the market. (PwC, 2025). Andersson et al., (2022) found that there was a cause-and-effect relationship among the dimensions, and the people mediate the effect between the profit and planet dimension. Social system such as social norms, policy, and diversity, would either be challenges or opportunities for barriers and supports. (Bickley et al., 2025). Devine et al., (2021), expressed that social cohesion in many cultural events and festivals often reflects the power of political interests. In the context of cultural events of Indonesians, the event sustainability were govern by the authority. Indonesia has a Calendar of Events by the Ministry of Tourism that compiles many heritage and traditional events in one platform.



Source: Andersson et al., (2022)

Figure 1. Triple Bottom Line Relationship

METHODOLOGY

This research, an adaptation of Muresherwa et al., (2023)The quantitative study on Zimbabwean cultural events focused on attendees of Indonesian cultural festivals, including participants, talents, tenants, and audiences. Given the unknown total number of visitors to cultural events across Indonesia, the population was considered large. The study targeted the approximately 76 million Gen-Z individuals in Indonesia in 2025, leading to a calculated sample size of 399. A total of 418 data points were collected, then cleaned to 399, ensuring that the attended events were part of the Ministry of Tourism, Republic of Indonesia's authorised Calendar of Events. A survey questionnaire, utilizing a seven-point Likert scale to minimize bias and enhance reliability (Tomei et al., 2021), was used for data collection. Sampling was conducted randomly, both offline and online, and distributed spatially across various Indonesian regions (Fig. 2) in July 2025.



Source: QGIS Analysis, 2025

Figure 2. Location of cultural festivals visited by respondents

In this research, we determined several indicators for each dimension in the triple bottom line on cultural events and represented them in statements (Table 1).

Tabel 1.
Statements of Perceived Cultural Events'

Dimension	Statements
Planet	Events provide an incentive to keep public spaces neat and tidy (Planet 1)
	This event creates opportunities for environmental education and awareness (Planet 2)
	The event resulted in immaculate cleanliness (Planet 3)
	The event created a harmonious soundscape (Planet 4)
	The event supports the protection and conservation of the environment (Planet 5)
Profit	This event leads to increased spending in the local area and increases economic benefits for local businesses (Profit 1)
	Events encourage investment in infrastructure development and expansion for the local communities (Profit 2)
	The hosting of events helps attract tourists to the local area (Profit 3)
	Because of event hosting, foreign exchange earnings and regional development for the community can be achieved (Profit 4)
	Events help to increase the markets for local products in the community and other areas (Profit 5)
People	This event is profiled by hosting these types of events (determined by event type) (People 1)
	This event will be a major boost for national/ community pride (Profit 2)
	Entertainment opportunities related to the event will be provided for residents (Profit 3)
	Training opportunities have been provided to residents because of this event (e.g., volunteerism, training, and skills development, etc.) (Profit 4)
People	Events help foster social cohesion among the local community members (Profit 5)

Source: Adapted from Muresherwa et al., (2023)

RESULT AND DISCUSSION

The survey was conducted offline in Bali and Banyuwangi, while the other regions were obtained from online answers. The majority of respondents are 23.31 percent from Bali Art Festival, 6.27 percent Banyuwangi Ethno Carnival, and Gandrung Sewu Festival 5.51 percent. The others are distributed in small quantities. Table 1 elucidates the demographic characteristics of the respondents, disaggregated by gender, frequency of visitation, and geographical proximity of domicile to the event locations. A preponderant majority of respondents were female, constituting 62.66 per cent, while males comprised 36.84 per cent, with a minor fraction (0.5 per cent) identifying as gender-neutral. By dominating with female attendees, it is considered that being attracted to cultural festivals or events requires higher emotional recognition. Abbruzzese et al., (2019) discovered that females are better than males in the ability to recognize subtle distinctions in the emotions of others. These emotions are communicated through observable indicators, including facial expressions, body language, vocalizations, and chemical cues.

Tabel 2.
Results of Repondents Demographic

No	Demography	Option	Percentage (%)
1	Gender	Female	62.66
		Male	36.84
		Gender-neutral	0.5
2	Visiting Frequency	First-time	0.25
		1-2 times a year	24.81
		3-4 times a year	34.09
		4-5 times a year	33.58
		> 5 times a year	7.27
3	Domicile Distance to The Venues	Close within 15 minutes' drive	23.06
		More than 15 minutes' drive	76.94

Source: Research Data, 2025

Pertaining to the frequency of attendance, the largest contingent of respondents (34.09 per cent) reported engaging with cultural events 3-4 times annually, closely followed by those attending 4-5 times per annum (33.58 per cent). A lesser proportion visited 1-2 times yearly (24.81 per cent), and only 7.27 per cent attended more than 5 times per year, with a negligible incidence of first-time attendees (0.25 per cent). Regarding residential distance, a substantial 76.94 per cent of the respondents resided more than a 15-minute drive from the event venues, thereby suggesting that cultural events exert an attraction across a broader geographical catchment area and improve the inclusion of the peripheral regions, rather than predominantly drawing attendees from immediate vicinities (23.06 per cent). Based on (Díez-Pisonero, 2025) that inter-urban relation could be generated by cultural programming that reflects distinction identity.

Internal consistency assesses how consistently results are obtained across different factors within a test. Cronbach's alpha, the most used measure of internal consistency, is essentially the average of all possible split-half coefficients (Izah et al., 2024). This method represents an evolution of earlier internal consistency estimation procedures. The Internal Consistency Reliability test determines the relationship

between all factors on a test and all other factors. It is applied to sets of factors that are designed to measure various aspects of the same concept. Cronbach's alpha indicates the degree of internal consistency. It reflects both the number of factors in the scale and the extent of their intercorrelations. Its value ranges exclusively from zero to one, and it quantifies the proportion of shared variability among factors (in other words, their covariance). A high alpha value suggests that all factors are highly related and likely measure the same underlying entity. Conversely, a low alpha value indicates that the factors measure different entities, resulting in very low correlations among them. An acceptable Cronbach's alpha value typically falls between 0.6 and 0.8 (Widiasih et al., 2022). For construct validity, an empirical approach often utilizes item-to-total correlations and inter-item correlations.

Table 3.
Test Results of the Reliability Test

Dimension	Cronbach's Alpha	N Items	Results
Planet	0.60	5	Reliable
Profit	0.84	6	Reliable
People	0.60	5	Reliable

Source: SPSS Analysis, 2025

Table 3 presents the results of the Internal Consistency Reliability test, specifically the Cronbach's Alpha values for each dimension of the Triple Bottom Line: Planet, Profit, and People. All three dimensions demonstrate acceptable internal consistency, with Cronbach's Alpha values of 0.60 for Planet, 0.840 for Profit, and 0.60 for People. These results indicate that the factors within each dimension are adequately interrelated, suggesting they reliably measure their respective underlying constructs as perceived by the Generation Z respondents.

Factor analysis is often used to manage a large amount of data into a set that is called factors. Factor analysis has two approaches, which are exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The approaches are usually used in Likert-scale data with a sample size of more than 300. EFA was used for initial research to make prior assumptions for variables that were determined in one factor without labelling the dependent and independent variables (Watts et al., 2023). CFA is the theory-testing methods that reveal the construct hypothesis and validate data fit into the factors (Fernandes et al., 2021).

Exploratory Factor Analysis (EFA) (table 4) was used to test the model of this research by using the Principal Axis Factoring with Promax rotation, because we assume that these variables are correlated. With sixteen items from three factors, we put it all together during the analysis. The KMO result is 0.85, which indicates that the data are suitable for factor analysis. While Bartlett's test value was <0.001, it showed a significant correlation between the variables. Total variance is more than 50%, which can be interpreted as appropriateness for factor analysis. Meanwhile, the results of this research showed that the items were grouped into four components, which differed from the origin model factors (profit-people-planet).

Table 4.
Test Results of EFA

N Items	Kaiser-Meyer-Olkin (KMO) value	Bartlett's Test sig.	Total Variance Explained
16	0.85	<0.001	54.65 %

Source: SPSS Analysis, 2025

In this research, which confirms the factor of Gen-Z perception, the Confirmatory Factor Analysis (CFA) (table 5) was analysed by SPSS with an eigenvalue of more than '1' on the extraction. The communalities extraction value interpreted the suitability indicator with a factor. (Uz Zaman et al., 2020) The referred communalities value in social science is likely to be between 0.4 and 0.7. Based on the analysis, some indicators have values below 0.4. Those are incentives to cleanliness and conservation in "planet"; increase the local product market in "profit"; and training opportunities in "people". For the rotated factor matrix value, we analysed the consistency of the indicator with the factors. The factor loading showed the relationship between variables and factors, and the standard error was related to sample size and the number of variables. This research uses a minimum of 0.5, because each factor has a minimum of 5 variables. The results were that some variables were invalid because they appeared in different groups of factors. In comparison, the other variables resulted in more than 0.5.

Table 5.
Test Results of CFA

Dimension	Indicator	Communalities Extraction Value (extraction > 0.4)	Rotated Factor Matrix (factor loading > 0.5)
Planet	Planet 1	0.29	0.51
	Planet 2	0.87	0.93
	Planet 3	0.53	<i>invalid</i>
	Planet 4	0.52	<i>invalid</i>
	Planet 5	0.39	0.62
Profit	Profit 1	0.39	0.62
	Profit 2	0.42	0.64
	Profit 3	0.41	0.64
	Profit 4	0.41	0.64
	Profit 5	0.61	0.78
	Profit 6	0.60	0.77
People	People 1	0.81	<i>invalid</i>
	People 2	0.41	0.62
	People 3	0.54	0.70
	People 4	0.39	0.58
	People 5	0.76	0.86

Source: SPSS Analysis, 2025

This research utilized both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) to validate the factors of Generation Z's perception regarding the Triple Bottom Line in cultural events. EFA, using Principal Axis Factoring with Promax rotation, was conducted on 16 items across three factors (Profit, People, Planet). The EFA results showed a KMO value of 0.853, a Bartlett's test significance of <0.001, and a total variance explained of 54.655 per cent, indicating the data's suitability for factor analysis. Interestingly, the items are grouped into four components, diverging from the original three-factor model. CFA was then employed, analyzing factors with an eigenvalue greater than '1'. The

communalities extraction values revealed that some indicators (Planet 1, Planet 5, Profit 1, Profit 4, People 4) fell below the acceptable threshold of 0.4. Furthermore, the rotated factor matrix showed that "Planet 3," "Planet 4," and "People 1" had a disability as they appeared in different factor groups. In contrast, other variables had factor loadings above 0.5, confirming their relationship with their respective factors.

Gen-Z perception of cultural events in Indonesia was dominantly perceived positively, but some indicators reflected their concern. Especially for the planet factor, young generations had not seen any financial incentive in cultural events that enhance or force cleanliness during the events. Although organizer incur costs related to environmental activities, this is not necessarily followed by a commitment to disclose them transparently. (Putu et al., 2025). Pay-as-you-throw or save-as-you-throw movement could encourage people to protect the environment from excessive waste. (Vorobeva et al., 2022). Then, this attitude led them to doubt the protection and conservation efforts in nature during the events. The value, beliefs, and reasons could trigger conservation goals.

On the other hand, indicators of profit factor have the consistency of a factor but still gain some low value in their suitability. Most Gen-Z in Indonesia agreed that cultural events will generate income for locals and the government. But they are unsure about the spending in the local area or the business and profit in foreign exchange in hosting cultural events. The phenomenon of tourism in Indonesia generally happens in mass tourism and is related to inexpensive pricing. The tourists who came to Indonesia were expecting an affordable holiday and experiences. Cultural events hosted by the government, only hoping to preserve the culture and traditions, did not narrow the visitor by implementing tier-pricing by segmentation to bring inclusivity. Then, the attendees of events were massive and a general audience. This will shape the tenants, local and from other areas, who showed in "profit 5" that have the highest value, to sell everyday things. This is the limitation of the research; the events that were selected were all cultural events and did not differ by the ticketing price or audience-segment.

In the "People" dimension, the analysis showed mixed results. While Gen-Z generally perceived cultural events as a significant boost for national/community pride and acknowledged the entertainment opportunities provided for residents, specific indicators, notably "People 1" (profiled by hosting these types of events) and "People 4" (training opportunities), exhibited invalidity in the rotated factor matrix and communalities extraction values below the 0.4 threshold. This suggests that while the social benefits related to pride and entertainment are strongly recognised, the perceived impact on defining the event's profile and providing concrete training opportunities for residents is less clear or consistently held by the respondents. This nuance highlights areas where event organizers might focus on strengthening direct community engagement and skill-building initiatives to enhance the social sustainability aspect from Gen-Z's perspective. Dirasti & Salim, (2025) found that loyalty was significantly affected by satisfaction. The intense engagement between organizers and communities might produce the maximum satisfaction and build their loyalty to the event.

CONCLUSION

This study reveals that while Generation Z values the social contributions of Indonesian cultural events, they harbour significant concerns regarding ecological and economic sustainability under the Triple Bottom Line framework. Regarding the "Planet" dimension, respondents doubted current environmental efforts, suggesting a need for organizers to introduce waste management incentives like "pay-as-you-throw" systems alongside educational campaigns. In terms of "Profit," scepticism about direct local benefits highlights the necessity for segmented pricing strategies and dedicated marketplaces to better support local businesses and attract high-value tourists. The "People" dimension showed that while community pride is excellent, the lack of clear training opportunities indicates that events must

actively promote skill development workshops to foster deeper local engagement. Ultimately, addressing these specific gaps through targeted policies will help align cultural event management more closely with the expectations and values of the younger generation.

The study acknowledges a key limitation in its focus solely on government-authorized events, which prevented a distinct analysis based on ticket pricing or audience segmentation. This narrow scope may have influenced the general perceptions recorded, particularly regarding economic benefits, as mass-appeal events naturally cater to a less differentiated audience. To address this, future research should compare Gen Z's perceptions across a wider variety of event models, including those with tiered pricing or niche targeting, to observe different outcomes. Additionally, scholars are encouraged to employ qualitative methods such as focus groups to gain deeper insights into the underlying reasons for the scepticism observed in the findings. Finally, expanding the geographical scope beyond the current study area would provide a more comprehensive national perspective on how these cultural events are perceived.

REFERENCES

- Abbruzzese, L., Magnani, N., Robertson, I. H., & Mancuso, M. (2019). Age and gender differences in emotion recognition. *Frontiers in Psychology, 10*(OCT). <https://doi.org/10.3389/fpsyg.2019.02371>
- Andersson, S., Svensson, G., Molina-Castillo, F. J., Otero-Neira, C., Lindgren, J., Karlsson, N. P. E., & Laurell, H. (2022). Sustainable development—Direct and indirect effects between economic, social, and environmental dimensions in business practices. *Corporate Social Responsibility and Environmental Management, 29*(5), 1158–1172. <https://doi.org/10.1002/csr.2261>
- Bickley, S. J., Macintyre, A., & Torgler, B. (2025). Artificial Intelligence and Big Data in Sustainable Entrepreneurship. *Journal of Economic Surveys, 39*(1), 103–145. <https://doi.org/10.1111/joes.12611>
- Chan, C. K. Y., & Lee, K. K. W. (2023). The AI generation gap: Are Gen Z students more interested in adopting generative AI, such as ChatGPT, in teaching and learning than their Gen X and millennial generation teachers? *Smart Learning Environments, 10*(1). <https://doi.org/10.1186/s40561-023-00269-3>
- Devine, A., Quinn, B., & Devine, F. (2021). Reaching Across the Divide: The Role of Cultural Events in Peacebuilding. *Event Management, 25*(4), 363–380. <https://doi.org/10.3727/152599519X15506259856552>
- Díez-Pisonero, R. (2025). Events and Festivals as Strategic Tools for Understanding and Assessing the Symbolic Reconfiguration of the World Urban System. *Urban Science, 9*(6). <https://doi.org/10.3390/urbansci9060223>
- Dirasti, I. A. D., & Salim, M. (2025). PERAN CONTENT MARKETING DAN INFLUENCER MARKETING DALAM MEMBANGUN LOYALITAS PELANGGAN THE ORIGINOTE MELALUI KEPUASAN PELANGGAN. *Economic and Business E-Journal of Udayana University (EEB), 14*(08), 1168–1180. <https://doi.org/https://doi.org/10.24843/EEB.2025.v14.i08.p07>
- Fernandes, S., Venkatesh, V. G., Panda, R., & Shi, Y. (2021). Measurement of factors influencing online shopper buying decisions: A scale development and validation. *Journal of Retailing and Consumer Services, 59*(February 2020), 102394. <https://doi.org/10.1016/j.jretconser.2020.102394>
- Gómez-Ullate, M., & Saraiva, S. S. (2024). Festivals and Youth: An Educational Cultural Route to Festivals. *Youth, 4*(1), 369–381. <https://doi.org/10.3390/youth4010026>
- Hening, L. C., Toding, M. K., & Sabbil, M. H. (2024). Hallyu Tsunami: How Korean Pop Culture is Reshaping Indonesian Consumer. *LATTE: A Journal of Language, Culture, and Technology ISSN 3063-0754, 2*(1), 9–16. <https://doi.org/10.24002/lj.v2i1.9014>
- Izah, S. C., Sylva, L., & Hait, M. (2024). Cronbach's Alpha : A Cornerstone in Ensuring Reliability and Validity in Environmental Health Assessment. 1–14. <https://doi.org/10.30919/esee1057>
- Liang, F., Pan, Y., Gu, M., Liu, Y., & Lei, L. (2022). Research on the paths and strategies of the integrated development of culture and the tourism industry in urban historical blocks. *Frontiers in Public Health, 10*. <https://doi.org/10.3389/fpubh.2022.1016801>
- Maria, A., Asih, S., Mayke, N., & Normasari, E. (2025). Exploring sustainable pathways : A systematic literature review of three pillars of sustainability applications. *Sustainable Futures, 10*(July), 100970. <https://doi.org/10.1016/j.sfr.2025.100970>
- Mathioudakis, G., Klironomos, I., Partarakis, N., Papadaki, E., Volakakis, K., Anifantis, N., Papageorgiou, I., Pavlidis, S. A., Antona, M., & Stephanidis, C. (2022). InCulture: A Collaborative Platform for Intangible Cultural Heritage Narratives. *Heritage, 5*(4), 2881–2903. <https://doi.org/10.3390/heritage5040149>
- Maziyah, E. (2025). THE INFLUENCE OF SOCIAL MEDIA ON GEN Z INVESTMENT DECISIONS IN APPLICATION-BASED CAPITAL MARKETS. *Economic and Business E-Journal of Udayana University (EEB), 14*(10), 1461–1474. <https://doi.org/https://doi.org/10.24843/EEB.2025.v14.i10.p06>

- Muresherwa, G., Swart, K., & Tichaawa, T. M. (2023). Event Attendees' Perceptions of the Impacts of a Cultural Event in Victoria Falls, Zimbabwe. *Geojournal of Tourism and Geosites*, 48(2spl), 820–831. <https://doi.org/10.30892/gtg.482spl16-1082>
- Nica, I., Chiriță, N., & Georgescu, I. (2025). Triple Bottom Line in Sustainable Development: A Comprehensive Bibliometric Analysis. *Sustainability (Switzerland)*, 17(5). <https://doi.org/10.3390/su17051932>
- Nikolić, T. M., Paunović, I., Milovanović, M., Lozović, N., & Đurović, M. (2022). Examining Generation Z's Attitudes, Behavior and Awareness Regarding Eco-Products: A Bayesian Approach to Confirmatory Factor Analysis. *Sustainability*, 14(5), 2727. <https://doi.org/10.3390/su14052727>
- Putu, N., Gede, L., & Dewi, K. (2025). PENGARUH ENVIRONMENTAL COST TERHADAP PENGUNGKAPAN SUSTAINABILITY REPORT. *Economic and Business E-Journal of Udayana University (EEB)*, 14(08), 1229–1240. <https://doi.org/https://doi.org/10.24843/EEB.2025.v14.i08.p12>
- PwC. (2025). *Agile and purpose-driven family businesses outperform their peers*. PwC Global 2025 Family Business Survey. <https://www.pwc.com/gx/en/news-room/press-releases/2025/pwc-global-family-business-survey.html>
- Ramadhan, M. F., & Adi Prasetijo. (2023). Warisan Budaya dalam Konteks Standar Internasional: Penjagaan Warisan Budaya Untuk Pembangunan Berkelanjutan. *Janus*, 1(2), 123–134. <https://doi.org/10.22146/janus.v1i2.9127>
- Tomei, P. A., De Campos Serra, B. P., & Mello, S. F. (2021). Differences in the Use of 5- or 7-point Likert Scale: An Application in Food Safety Culture. *Organisational Cultures*, 21(2), 1–17. <https://doi.org/10.18848/2327-8013/CGP/v21i02/1-17>
- Uz Zaman, N., Bibi, Z., Ur Rehman Sheikh, S., & Raziq, A. (2020). Manualizing Factor Analysis of Likert Scale Data. *Journal of Management Sciences*, 7(2), 56–67. <https://doi.org/10.20547/jms.2014.2007204>
- Vorobeva, D., Scott, I. J., Oliveira, T., & Neto, M. (2022). Adoption of new household waste management technologies: The role of financial incentives and pro-environmental behaviour. *Journal of Cleaner Production*, 362(May), 132328. <https://doi.org/10.1016/j.jclepro.2022.132328>
- Watts, A. L., Greene, A. L., Ringwald, W., Forbes, M. K., Brandes, C. M., Levin-Aspenson, H. F., & Delawalla, C. (2023). *Factor Analysis in Personality Disorders Research : Modern Issues and Illustrations of Practical Recommendations*. 14(1), 105–117. <https://doi.org/https://doi.org/10.1037/per0000581>
- Widiasih, N., Wiguna, T., Purwadianto, A., Soemantri, D., Indriatmi, W., Kristi, E., Mahajudin, M. S., Rahmadiani, N., Emilirosy, A., Jeany, O., Adji, D., Sigit, A., & Kristi, M. (2022). Heliyon Translation, validity and reliability of the decision style scale in a forensic psychiatric setting in Indonesia. *Heliyon*, 8(7), e09810. <https://doi.org/10.1016/j.heliyon.2022.e09810>
- Ziyatbay, A. (2024). Culture as a Factor of Continuity in the Development of Society. *Pubmedia Social Sciences and Humanities*, 2(2), 10. <https://doi.org/10.47134/pssh.v2i2.286>