

# Performance Analysis of the Subak Soka Management Based on Competence, Work Motivation, and Transformational Leadership

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## Abstract

The purpose of this study is to empirically prove the influence of competence, work motivation, and transformational leadership on the performance of Subak Soka Tabanan administrators. The novelty of this study lies in the use of modern variables of transformational leadership; competencies applied to traditional Subak organizations. Previous studies generally focus on modern organizations, while empirical research examining this organizational behavior variable in the context of traditional community-based institutions such as Subak is still very limited. In this study, a saturated sample was used, namely all 41 Subak Soka Tabanan administrators. This study employed a quantitative research approach, with data collected through a questionnaire utilizing a five-point Likert scale. To investigate the interrelationships among the variables included in the study, multiple linear regression analysis was conducted with the support of IBM SPSS version 22. The results of the study indicate that partially competence, work motivation, and transformational leadership have a positive and significant influence on the performance of Subak administrators. Simultaneously, the three independent variables have a significant influence on the performance of Subak Soka Tabanan administrators.

## Keywords:

Competence; Work motivation; Transformational leadership; Performance; Traditional organization.

## 1. INTRODUCTION

Subak is a traditional organization that operates within the rice field irrigation system in Bali. The term Subak is widely recognized among Balinese communities and has been acknowledged by UNESCO as an intangible cultural heritage representing a sustainable agricultural system. The Subak organization is not merely an institution that regulates the fair distribution of irrigation water in rice fields; beyond that, it embodies religious, cultural, social, and justice values within Balinese society (Sriariani et al., 2025). Subak Soka Tabanan is one of the Subak organizations that continues to actively carry out its duties and functions based on the philosophy of Tri Hita Karana, which refers to the three sources of happiness achieved through maintaining harmonious relationships among individuals in society (pawongan) and between humans and the surrounding natural ecosystem (palemahan), and between humans and God (parahyangan) in all activities. To ensure the proper functioning of all Subak organizational activities, human resources are required and appointed as Subak administrators. Human resources are considered valuable assets within an organization that must be managed effectively to provide optimal contributions toward organizational success (Suryani & Hidayatulloh, 2023). Subak administrators are responsible for determining planting and harvesting schedules, regulating fair and equitable water distribution, formulating and implementing Subak customary regulations (awig-awig), maintaining Subak infrastructure, ensuring organizational goals are achieved optimally, and fostering harmonious relationships among administrators for the sustainability of the organization.

The Subak Soka Tabanan organization is a traditional rice field irrigation organization located between the districts of Selemadeg and Selemadeg barat. It is divided into four tempek areas, namely Gublek, Soka, Pegeringan, and Kutuhpahang, to facilitate Subak autonomy. Over time, however, the existence of Subak

organizations has gradually declined and has increasingly been replaced by buildings and other infrastructure due to land conversion, decreasing interest among younger generations in becoming farmers, tourism development, as well as interventions and policies from external organizations. These factors pose significant challenges that threaten the sustainability of the Subak system. The existence of Subak is highly dependent on the availability of agricultural land. The reduction of agricultural land due to land-use conversion can lead to the loss of the fundamental components that constitute the Subak system, including rice fields, water sources, irrigation canals, awig-awig (customary regulations), farmers, and temples. The degradation or loss of these components may ultimately threaten the sustainability and existence of Subak as a traditional irrigation management institution in Bali (Prastyadewia et al., 2020).

Field observations indicate that land conversion, natural disasters, and damage to dam infrastructure, water sources, and access roads have disrupted the distribution of irrigation water from upstream to downstream areas. Based on data collected in the field, there has been a decrease in *tektekan* (a unit of water rights), resulting in farmers receiving water allocations according to the size of the rice field areas they cultivate. The following data illustrate the distribution of Subak irrigation water by *tempek* in Figure 1.

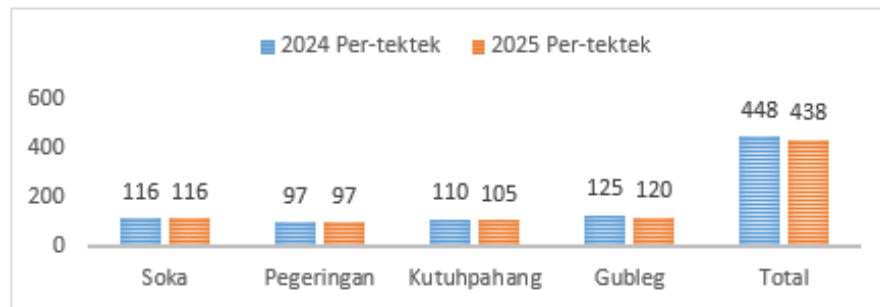


Figure 1. Water Distribution Curve of Subak Soka

Based on the data above, there was a 2.23% decrease in the water distribution allocation of Subak Soka from 2024 to 2025, declining from 448 *tektekan* to 438 *tektekan*. This condition has placed the performance of the Subak Soka management under scrutiny due to its perceived lack of optimal performance. The situation indicates a gap between expectations and the realities observed in the field. Although the decrease is relatively small, unavoidable factors such as natural disasters and land conversion continue to pose challenges. In addition, decision-making related to periodic maintenance of Subak infrastructure and adaptation to modern developments must receive greater attention to ensure the sustainability of the Subak irrigation system.

Numerous studies on traditional organizational management such as Subak have discussed irrigation management and organizational governance. However, research specifically examining variables such as competence, motivation, and transformational leadership remains relatively limited. Most previous studies have focused on cultural, ecological, and agricultural aspects such as planting and harvesting techniques, whereas competence, leadership, and motivation also play important roles in determining farmers' success in managing the Subak system. Based on this research gap, only a few studies have analyzed the factors influencing Subak performance through competence, motivation, and leadership style, either partially or simultaneously, within a single study.

Theoretically, organizational performance is affected by both intrinsic (internal) and extrinsic (external) factors. One of the factors affecting performance is competence. Competence refers to an individual's ability and skills in carrying out assigned duties and responsibilities. Competence can also be understood as differences in human resource behavior in responding to situations through their knowledge, skills, and attitudes (Widodo et al., 2024). Competence is a person's Capability grounded in skills and knowledge, supported by work attitudes and their implementation in executing tasks aligned with predefined job standards (Pribadi & Marbun, 2026). According to Wibowo in Dahlia (2016), competence-related factors include: (1) intellectual ability, (2) skills, (3) beliefs and values, (4) experience, and (5) characteristics. Meanwhile, Spencer & Spencer (1993) identified the indicators of competence as: (1) self-concept, (2) traits, (3) motives, (4) knowledge, and (5) skills. In the context of Subak, competence refers to technical abilities in irrigation management, communication skills, knowledge of traditional values, and the ability to coordinate Subak members.

In addition to competence, another factor influencing performance is work motivation. Motivation is an internal force that encourages individuals to work enthusiastically toward achieving set objectives (Jintar, 2022). According to Trisnayani (2024), motivation arises when there is appreciation for achievements, thereby increasing the enthusiasm and performance of individuals or groups. Krois et al. (2021) stated that work motivation is influenced by factors such as: (1) life necessities, (2) personal expectations, (3) income, (4) job satisfaction, and (5) other desires. Furthermore, according to Mangkunegara (2017), the indicators of motivation include: (1) hard work, (2) goal orientation, (3) sustainability, (4) seriousness, and (5) desire for

self-development. High motivation is reflected in the work spirit demonstrated by individuals. Subak administrators with strong motivation are expected to show responsibility, commitment, and dedication in carrying out organizational duties.

Another factor influencing performance is transformational leadership. There are various leadership styles, including authoritarian, delegative (*laissez-faire*), democratic, transactional, and transformational leadership. Transformational leadership is considered capable of encouraging enthusiasm, innovation, and the involvement of all administrators in organizational decision-making. Transformational leadership is regarded as a modern variable that is suitable for application in traditional organizations such as Subak in adapting to technological advancements. Transformational leadership is an approach focused on innovation, role modeling, motivation, and positive change in achieving organizational goals (Muliawan & Ulum, 2025). According to Hidayat et al. (2018), several indicators influencing transformational leadership include: (1) Idealized Influence, (2) Inspirational Motivation, (3) Intellectual Stimulation, (4) Individualized Consideration, and (5) Idealized Behaviors. Meanwhile, Prasetyo & Anwar (2021) identified the indicators as: (1) charisma, (2) communication, (3) intellectual stimulation, and (4) inspirational motivation. A transformational leader does not merely provide instructions and directions but is also able to become a role model, provide motivation, and inspire members to create positive change (Marlius & Melaguci, 2024). Communication skills are key in implementing transformational leadership because clear, open, inspiring communication and exemplary behavior can encourage individuals to improve their performance in managing water distribution, maintaining harmonious relationships among Subak administrators, increasing member participation, and building self-confidence among Subak managers.

Various previous studies have shown that competence, work motivation, and transformational leadership significantly influence individual and organizational performance. Pahm & Busman (2022) indicated that improvements in human resource competence lead to significant enhancements in employee performance. Sutjahjo, G. (2022) found that motivation significantly affects the performance of Samsat employees. Transformational leadership also has a substantial impact on an individual's commitment to carrying out assigned tasks (Zaky, M., 2022). However, most of these studies were conducted in modern organizations such as government institutions, companies, and other formal institutions. This study examines these variables within a traditional organization based on local wisdom, specifically Subak Soka Tabanan.

## 2. RESEARCH METHOD

### 2.1. Research Design

A quantitative approach is used in this research. The quantitative research method is a research method based on the philosophy of positivism, created systematically, structured, and planned for the subjects and objects to be tested (Syahroni, 2022). Quantitative research is causal in nature and is used to examine the cause-and-effect relationship between independent and dependent variables (Sugiyono, 2020). The independent variables consist of competence ( $X_1$ ), work motivation ( $X_2$ ), and transformational leadership ( $X_3$ ), while the dependent variable is the performance of subak administrators ( $Y$ ).

### 2.2. Population and Sample

The location of this study was at the Soka Subak Hall, with a research sample consisting of 41 administrators of Subak Soka. The research was conducted from early August 2025 until December 2025 to optimize the study period. This study began with preliminary interviews to identify the research problem, determine the variables, collect relevant theories, clarify the background, and formulate the research questions. It was then followed by developing a conceptual framework and formulating hypotheses as preliminary assumptions.

### 2.3. Operational Definition and Measurement of Variables

Table 1. Operational Definitions of Research Variables

| No | Variable                  | Definition   | Indicators  | Scale               |
|----|---------------------------|--|---|---------------------|
| 1  | Competence ( $X_1$ )      | Competence is the ability, skills, and attitudes possessed by subak administrators in managing water distribution, subak activity management, administration, and customary agricultural activities in Subak Soka. | (1) Motive, (2) Traits, (3) Self-Concept, (4) Knowledge, (5) Skills   | Likert Scale<br>1–5 |
| 2  | Work Motivation ( $X_2$ ) | Work motivation refers to internal and external drives that influence subak administrators in carrying out their duties and responsibilities optimally for the sustainability of the subak organizational system.  | (1) Hard Work, (2) Future Orientation, (3) Level of Aspiration, (4) Desire for Growth, (5) Seriousness and Responsibility | Likert Scale<br>1–5 |

|   |                                       |  |  |                  |
|---|---------------------------------------|--|--|------------------|
| 3 | Transformational Leadership ( $X_3$ ) | Transformational leadership is the ability of the subak leader or <i>pekaseh</i> to motivate, inspire, and empower subak administrators in achieving the goals of the subak organization.          | (1) Idealized Influence, (2) Inspirational Motivation, (3) Individual Consideration, (4) Effective Communication, (5) Intellectual Stimulation | Likert Scale 1–5 |
| 4 | Performance (Y)                       | Performance is the final result of carrying out the duties of subak administrators, such as irrigation management, administration, religious ritual activities, and preservation of subak culture. | (1) Quality, (2) Quantity, (3) Effectiveness, (4) Independence, (5) Cooperation  | Likert Scale 1–5 |

#### 2.4. Data Collection Techniques

A quantitative approach was adopted as the primary method of data collection in this study. The instrument used was a Likert Scale Questionnaire (1–5), with the following criteria: Strongly Agree (5), Agree (4), Uncertain (3), Disagree (2), and Strongly Disagree (1), followed by interviews and documentation from Subak Soka Tabanan.

#### 2.5. Instrument Test

Instrument testing, the process begins with a validity test to determine whether the tested data are valid or not. According to Rosita et al. (2021), a validity test is conducted to determine whether the measuring instrument, in this case a questionnaire, is accurate or not. An item is considered valid if it has a correlation coefficient of  $> 0.30$  (Imam Ghozali, 2018). The second step is conducting a reliability test to examine the stability of the data, whether they are consistent and trustworthy. According to Imam Ghozali (2018), the Cronbach's Alpha ( $\alpha$ ) coefficient is used to evaluate reliability. A Cronbach's Alpha standard of  $> 0.60$  indicates that the data are considered reliable. The test results indicate that all statement items in the four variables have a correlation value of  $> 0.30$  and a Cronbach's Alpha value of  $> 0.60$ , therefore the instruments are considered valid and reliable.

#### 2.6. Data Analysis

To examine the relationships among the variables, this study applied a multiple linear regression model represented by the following equation:  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ .

To verify that the data met the assumptions required for regression analysis, a series of classical assumption tests were conducted before testing the hypotheses. The procedures comprised the Shapiro–Wilk normality test, multicollinearity assessment based on VIF and tolerance values, the Glejser test for heteroscedasticity, and the determination coefficient analysis. The entire data analysis process was carried out using IBM SPSS Statistics 22 software.

### 3. RESULTS AND DISCUSSION

#### 3.1. Results

Table 2 shows that the majority of Subak administrators are dominated by the 51–60 years age group at 46%. This indicates that Subak Soka administrators are mostly older individuals who have considerable experience and understanding of organizational management and agricultural irrigation systems. The 41–50 years age group accounts for 24%, while the 30–40 years group consists of 7 people or 17%, and those over 60 years make up 12%. Based on education level, respondents are mostly senior high/vocational school graduates at 51% (21 people), followed by junior high school at 29%, diploma or bachelor's degree at 14%, and elementary school at 5%. It can be concluded that the educational background variation of Subak Soka administrators is predominantly at the secondary education level.

Table 2. Respondent Characteristics Based on Age, and Education

| Demographics | Categories                     | Frequency | Percent |
|--------------|--------------------------------|-----------|---------|
| Age          | 30 – 40 years                  | 7         | 17%     |
|              | 41 – 50 years                  | 10        | 24%     |
|              | 51 – 60 years                  | 19        | 46%     |
|              | >60 years                      | 5         | 12%     |
| Education    | Elementary School              | 2         | 5%      |
|              | Junior High School             | 12        | 29%     |
|              | Senior High. Vocational School | 21        | 51%     |
|              | Diploma/Bachelor's Degree      | 6         | 14%     |

### 3.2. Classical Assumption Test

- Results Normality Test: Based on the normality test results, the significance value was  $0.64 > 0.05$ , indicating that the data in this study are normally distributed.
- Multicollinearity Test: All independent variables have tolerance values  $> 0.10$  and VIF values  $< 10$  ( $X_1$ : VIF = 5.38;  $X_2$ : VIF = 5.99;  $X_3$ : VIF = 7.03). This indicates that there is no multicollinearity among the independent variables in the regression model.
- Heteroscedasticity Test: The heteroscedasticity test aims to determine whether there is inequality of variance in the regression model used in the study. If the significance value is greater than 5%, it indicates that heteroscedasticity does not occur. The results show that all variables have significance values  $> 0.05$  ( $X_1$ : 0.53;  $X_2$ : 0.43;  $X_3$ : 0.60), confirming that the model satisfies the homoscedasticity assumption.

### 3.3. Multiple Linear Regression Result

Table 3. Multiple Linear Regression Result

| Model        | Coefficients <sup>a</sup>   |            |                           | T     | Sig.  |
|--------------|-----------------------------|------------|---------------------------|-------|-------|
|              | Unstandardized Coefficients |            | Standardized Coefficients |       |       |
|              | B                           | Std. Error | Beta                      |       |       |
| 1 (Constant) | 1.239                       | 0.953      |                           | 1.299 | 0.202 |
| $X_1$        | 0.339                       | 0.124      | 0.357                     | 2.729 | 0.010 |
| $X_2$        | 0.327                       | 0.143      | 0.315                     | 2.283 | 0.028 |
| $X_3$        | 0.302                       | 0.148      | 0.305                     | 2.042 | 0.048 |

a. Dependent Variable: Performance (Y)

The regression equation obtained is:

$$Y = 1.239 + 0.339X_1 + 0.327X_2 + 0.302X_3 + \varepsilon$$

- The first hypothesis posits that the level of competence ( $X_1$ ) contributes to the performance (Y) of Subak Soka administrators. The test results show a significance value of  $0.010 < 0.05$  with a t-value of 2.729. These findings provide support for  $H_1$ .
- The second hypothesis examines the effect of work motivation ( $X_2$ ) on the performance (Y) of Subak Soka administrators. Based on the statistical analysis, the significance value obtained was 0.028, which is less than 0.05, while the calculated t-value was 2.283. Therefore, work motivation is considered to have a significant positive influence on the performance of Subak administrators. Accordingly,  $H_2$  is accepted.
- The third hypothesis investigates the effect of transformational leadership ( $X_3$ ) on the performance (Y) of Subak Soka administrators. The statistical test yielded a p-value of 0.048 and a t-value of 2.042. Since the p-value is below the 0.05 level of significance, transformational leadership is deemed to have a significant influence on the performance of Subak Soka administrators. Accordingly,  $H_3$  is accepted.

### 3.4. F-Test (Simultaneous Effect)

As indicated by the F-test, the obtained F-value was 92.512 is greater than the critical F-value of 2.86, while the significance level of 0.000 is lower than 0.05. Therefore, competence, work motivation, and transformational leadership collectively have a statistically significant effect on the performance of Subak Soka administrators. Therefore, the fourth hypothesis ( $H_4$ ) is accepted.

### 3.5. Coefficient of Determination ( $R^2$ )

The coefficient of determination shows an R-square value of 0.882 or 88.2%. This means that the independent variables motivation, leadership, and competence have a strong influence on the dependent variable, namely the performance of Subak Soka administrators, amounting to 88.2%. The remaining 11.8% is influenced by other variables that are not included in this study.

### 3.6. The Impact of Competence on The Performance of Subak Management

The research results indicate that competence has a positive and significant influence on the performance of subak management. In this context, competence has the greatest influence compared to the variables of work motivation and transformational leadership on the performance of subak management. According to Widodo & Yandi (2022), the relationship between competence and performance is causal, meaning that they influence and are related to one another. Higher competence leads to higher individual and organizational performance, whereas lower competence reduces performance. The estimated regression coefficient for 0.339 indicates that every one-unit increase in the competence score will improve the performance of subak management by 0.339 units, assuming other variables remain constant.

### 3.7. The Impact of Work Motivation on The Performance of Subak Management

The study demonstrates that work motivation exerts a positive and statistically significant impact on the performance of subak management. A regression coefficient of 0.327 suggests that each one-unit rise in work motivation results in a 0.327-unit improvement in the performance of subak management, assuming other variables remain constant. Work motivation has a significant positive effect on the performance of the Subak Soka management. This means that the higher the motivation, the higher the performance of the subak management. Agustriani et al. (2022) stated that work motivation has a positive and significant effect on employee performance. The level of motivation among subak management members certainly differs depending on the age of each individual. Susanto & Wulandari (2023) mentioned that increasing age, particularly over 40 years old, leads to greater fatigue during strenuous activities due to decreased muscle strength and joint flexibility as people age.

### 3.8. The Impact of Transformational Leadership on the Performance of Subak Management

The research results also show that transformational leadership has a positive and significant effect on the performance of the Subak Soka Tabanan management. A regression coefficient value of 0.302 was obtained indicates that every one-unit increase in the transformational leadership score will improve the performance of subak management by 0.302 units, assuming other variables remain constant. The acculturation between modern and traditional culture has become an interesting aspect without eliminating the unique characteristics of the subak organization, making it more effective. The implementation of transformational leadership by the pekaseh (subak leader) is able to inspire farmers to preserve rice fields amid the increasing conversion of agricultural land functions, while also enabling farmers to adapt to developments in agricultural technology.

### 3.9. The Simultaneous Influence of the Three Variables

The combined influence of the independent variable's competence, motivation, and leadership has a major effect on the dependent variable, namely the performance of subak management, accounting for 88.2% in this study. The implementation of the Tri Hita Karana philosophy in the daily lives of both the management and farmers greatly helps create harmony, resulting in stable data variation and a high coefficient of determination value. Independent variables such as competence, motivation, and leadership serve as the main pillars in driving subak management within the socio-religious organization, making it reasonable that the influence reaches 88%.

## 4. CONCLUSION

Based on the results and discussion, it can be concluded that

- a. The results of the partial test in this study indicate that the three independent variables (competence, work motivation, and transformational leadership) each have a significant effect on the performance of the Subak Soka Tabanan management.
- b. Competence has the greatest influence on the performance of subak management compared to work motivation and transformational leadership.
- c. The simultaneous test results show that competence, motivation, and transformational leadership collectively have a simultaneous effect on the performance of subak management, contributing 88% to the overall performance.
- d. The evidence generated by this study highlights practical approaches to achieving better performance. Competence is the most dominant variable influencing performance, therefore, enhancing competence through training, enhancing technical skills related to irrigation management, and collaborating with the government on organizational governance and sustainability are crucial. With regular training and government support, Subak administrators will be able to carry out their duties and responsibilities effectively and efficiently.
- e. Further research would be advisable in other subaks so that the results can be generalized. Using other new variables, such as organizational culture and member participation, could enrich the research

findings. It is also recommended that further research use more diverse methods, such as mixed methods, to produce comprehensive research.

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