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# Dharmaning Ksatria Leadership in Santi Work Culture Formation

## I Gede Ngurah Lana Saputra

Universitas Hindu Indonesia, Denpasar, Indonesia

Corresponding author email: [lana.saputra1893@gmail.com](mailto:lana.saputra1893@gmail.com)

## Ida Bagus Dharmika

Universitas Hindu Indonesia, Denpasar, Indonesia

Email: [gusdharmika@gmail.com](mailto:gusdharmika@gmail.com)

## I Putu Gelgel

Universitas Hindu Indonesia, Denpasar, Indonesia

Email: [putu\\_gelgel@yahoo.co.id](mailto:putu_gelgel@yahoo.co.id)

**Abstract---***This study analyzes Hindu leadership based on the values of Puputan Klungkung's war struggle with the spirit of dharmaning ksatria as a form of tindih and wirang which is implemented in forming a polite and innovative work culture of bureaucratic organizations to create a superior and prosperous Klungkung society. Dharmaning ksatria leadership is a Hindu leadership value based on dharma as philosophy and pesaja as ethics in improving bureaucratic performance. The process of forming a santi work culture in the Klungkung Regency Government is carried out in stages and continuously. Starting with the significance stage (discussing changes in the socio-cultural work of the bureaucracy) followed by aspects of domination (control of political and economic resources) and legitimacy with the enactment of a Klungkung Regent Regulation No. 14 of 2021 concerning the Code of Ethics for State Civil Servants of the Klungkung Regency Government.*

**Keywords---***Bureaucracy, leadership, philosophy, politic, santi work culture.*

## Introduction

*Pesaja* is a commitment and sincerity to carry out the duties and obligations as a leader in upholding the truth based on the noble values of the Klungkung *dharmaning ksatria* spirit, which means that the obligations of a person with a knightly spirit are truly noble. The value contained in the slogan of Klungkung Regency, *dharmaning ksatria mahottama*, is implemented in the administration of government, meaning that the main leader's obligation is to uphold the truth for good purposes. A leader must have commitment and sincerity in carrying out Hindu leadership values to uphold *dharma* as a form of *dharmaning ksatria* so that the welfare of the community is realized. The local government of Klungkung Regency continues to improve to improve and improve the quality of public services. The Klungkung Regency Government is committed to providing quality and fair services to the community. To improve the quality of public services, the government must transform. One of the government sector transformation strategies is to innovate (Suryono, 2014).

Idealism and exemplary leadership are the keys to the success of leaders in driving the organizations they lead. Leadership idealism is a character, attitude, vision and orientation that prioritizes truth and wisdom beyond the interests and ego of the leader. The most important thing is holding a commitment to provide the best for the people, even adhering to universal human values through dedication and professionalism. Leaders who have a strong and assertive character are a necessity in an organization. Given that this type of leader has the will, ability, and ability to move the organization towards the desired goals (Gunadha & Sukarma, 2012).

The leadership of the *dharmaning ksatria* must be internalized by its philosophical meaning and spirit by the entire Klungkung Regency Regional Government bureaucracy by looking at its history. *Dharmaning ksatria* shows how the spirit of struggle in the Klungkung war, King Dewa Agung Jambe along with his relatives, troops and loyal people died defending the sovereignty of the kingdom and the people of Klungkung fulfilled *dharmaning ksatria*, the highest obligation of a true knight. The *dharmaning ksatria* leadership value that must be emulated is the spirit of puputan as a form of love for the Klungkung Regency area by carrying out its duties and obligations with full responsibility as a bureaucrat for the progress of the region and being able to create a superior and prosperous Klungkung community.

This research is to analyze the important *dharmaning ksatria* leadership in the formation of a santi work culture in the Klungkung Regency Government. Furthermore, to analyze the leadership of the *dharmaning ksatria* in the process of forming a santi work culture in the Klungkung Regency Government. And also analyzing the implications of the leadership of the *dharmaning ksatria* in the formation of a santi work culture on the performance of the Klungkung Regency Government bureaucracy. This type of research is a case study qualitative research. Research approach based on phenomenology and critical paradigm. In this study, research informants were determined using a *purposive sample* technique. Data collection techniques namely, observation, in-depth interviews and document study. All data were analyzed using phenomenological theory, structuration theory and reception theory (Provan et al., 2017; Tosun & Howlett, 2021).

## Discussion

### *The importance of Dharmaning Ksatria leadership in Santi work culture formation in the Klungkung Regency Government*

Every individual must have a motive in every social action. The motive for social action as a regional head is of course based on the interest in implementing good governance to support the realization of social welfare. In this case to analyze the importance of *dharmaning ksatria* leadership in the formation of a santi work culture in the Klungkung Regency Government, it will be seen from the motive for implementing the *dharmaning ksatria* leadership values as a leadership that emulates the values of the Puputan Klungkung war spirit which is being implemented at this time as a government apparatus by optimizing one's own potential to continue to improve performance in order to achieve community welfare through improving the quality of public services (Elkins & Keller, 2003; Van Knippenberg et al., 2005).

### *Because of motive*

There is a motive because of the motive that underlies Regent Suwirta to implement the leadership of the *dharmaning ksatria* in leading the Klungkung Regency area. The spirit of the Klungkung puputan war that occurred in 1908 where the King of Klungkung Ida Dewa Agung Jambe together with the Klungkung army carried out the *dharmaning ksatria* by carrying out the final war (puputan) must be interpreted by a leader to continue to inflame enthusiasm in the form of overlapping and wirang to continue to increase one's potential in devoting all available resources in developing the region (Sarkar, 2014; Gallagher, 2000). As a leader in a government organization, the value of *dharmaning ksatria* must be interpreted with the heart to work sincerely, straight, honestly and work wholeheartedly with students in developing regional progress and realizing community welfare and providing quality services to the community. According to Schutz, the subjective actions of the actors do not just appear, but must go through a long process. In other words, before entering the order in order to motive, according to Schutz there is because motive step that precedes it (Weters in Wirawan, 2022).

The work culture of the Klungkung Regency Government's bureaucracy is felt to have not performed optimally, still with the old organizational culture character. The behavior of the bureaucratic apparatus (bureaucrats) that occurs when the community needs public services creates public dissatisfaction with the government. Thus it can be justified that the services provided by the bureaucracy are of less quality. In carrying out duties and responsibilities in political positions and government bureaucracy, it will be very vulnerable to the intention of committing fraud, especially acts of corruption, so that one must always strengthen oneself with the values of religious teachings that are based on *dharma* and guard one's heart so that one is not influenced to commit acts of corruption. This is in line with Schutz's phenomenological view which states that motives or *because motives* are motives based on the past or projections from the experience of actors where these actions contain meanings that other individuals can understand (Efendy, 2021).

### *In order to motive*

The realization of quality public services is one of the objectives of governance which is strongly influenced by leadership commitment, awareness and bureaucratic commitment that providing services is an obligation. The essence of public service is the provision of excellent service to the community which is the embodiment of the obligations of the state apparatus as a public servant. McClelland explains that every individual has a strong drive to succeed. This encouragement directs individuals to strive harder to obtain personal achievements rather than to obtain awards (Ridho, 2020). To realize the vision and mission of developing a region, committed leadership is needed that understands problems in society so that they can create strategic programs to overcome these problems. The actions taken by a leader because of the motive of the goal to be achieved, namely in the implementation of government in Klungkung Regency is the realization of a superior and prosperous Klungkung community

### *Need of achievement*

The award is a very important achievement in the leadership of the Regional Head as a form of appreciation for his performance in leading his region, especially in improving the performance of the government bureaucracy as the spearhead of implementing program activities and providing quality services to the community. An award is an achievement that must be interpreted as a motivation to continue to improve the performance of the bureaucracy. Achievement is not solely interpreted from the various awards received by the leader or the region, but achievement must be interpreted as how the performance of the leader can be felt by the community, always present in the midst of problems that occur and able to provide solutions in solving these problems (Bulkeley, 2005; Hillman et al., 2004).

### *Need of power*

Power in the Hindu view is not interpreted only as a goal but as a way to uphold *dharma* in order to serve the community in order to realize people's welfare. The need for power is the desire in a person to have control and authority over other people and influence and change decisions according to his own needs or desires. The individual will be motivated by the need for reputation and self-esteem. Individuals with more power and authority will do better than those with less power. Power is seen as a starting point for improving the organizational performance of the Klungkung Regency Government in forming a performance-oriented and service-oriented bureaucracy with polite and innovative values. The power that is owned with the authority that has been regulated in legislation can be used to encourage the bureaucracy to continue to improve its performance.

### *Need of affiliation*

Interpreting the need for affiliation will be closely related to how a leader establishes social interaction, and enjoys working with others as part of a team as long as the co-workers are friendly and work together. Public support and trust should not be wasted but must continue to be nurtured to get full support so that the government can run well. Public trust must continue to be built with good, transparent and professional government performance which is greatly influenced by the synergy of leaders and their bureaucracy. In accordance with the value of *Dharmaning Ksatria Mahottama* which is the slogan of Klungkung Regency which symbolizes the might of the Klungkung people in carrying out their *dharma* to succeed in development.

### *Leadership of Dharmaning Ksatria in the process of Santi work culture formation in the Klungkung Regency Government*

The process of forming a *santi* work culture based on the leadership of *dharmaning ksatria* will be analyzed with Antony Giddens' structuration theory regarding the three structural dimensions of social practice (significance, domination and legitimacy), then there is a mutually influencing relationship between the agent initiating change and the existing structure in the government arena. Klungkung Regency is intertwined through the political realm when agents have power over the bureaucratic structure of the Klungkung Regency Government, namely through a scheme of domination, significance and legitimacy. starting from the first, the significance stage is how actors invite structures in this case the bureaucracy to make changes in bureaucratic arrangements that are more open, transparent, effective, efficient and accountable in performance and service delivery to the community by implementing a *santi*

work culture with polite and innovative values to always self-development in order to realize the vision and mission of the superior and prosperous Klungkung community. Second, the stage of domination, namely the structure related to the control of people (politics) and goods (economy) through the available facilities, how actors can utilize the resources they have in this case the use of capital/capital with the authority they have can dominate the bureaucratic structure so that the process internalization of a polite and innovative work culture can be carried out in a short time (DeJoy, 2005; Yang, 2007). And third, the legitimacy stage, namely the structure that concerns justification of the normative regulations that exist in the legal system concerning *reward and punishment*.

#### *Significance aspect*

In carrying out social changes to the work culture of the Klungkung Regency government bureaucracy is a planned process. The *significance* stage in the formation of Santi's work culture in the Klungkung Regency Government is interpreted as the process of discussing a change in work culture in the bureaucratic organization based on the spirit of Klungkung puputan war struggle which is adapted to the development of information technology in governance management by creating an innovation supported by polite bureaucratic character. This social change must be followed by the dynamics of government as a response or answer to the social changes that occur. The manifestation of government dynamics is institutional change, government reorganization, changes in bureaucratic attitudes and behavior and changes in mindset to improve optimal and prime public services by highlighting the paradigm that is currently developing, namely *reinventing government* and *good governance* (Suwaryo, 2010).

Building public trust is very important because *public trust* is a form of support for the government in carrying out regional development, community empowerment and improving community welfare. The process of social change in managing the bureaucracy of the Klungkung Regency Government can be said to be social change planned by change agents with strong support and encouragement from the Klungkung Regent as the initiator of change and followed by change agents who have awareness and support the process of changing governance in the Regency. Klungkung is getting better.

In the formation of Santi's work culture there has been a relationship between agents and structures where agents carry out social practices that are carried out on an ongoing basis to form a new, better structure, namely the formation of a transparent, effective, efficient, accountable bureaucratic organization that is performance and service oriented. Polite and innovative work culture is a schemata in the process of *significance* involving a discourse which in its structure becomes a *rule* that must be understood and agreed upon by all bureaucratic structures to carry it out with *pesaja*. The social practice that occurs in the bureaucratic structure is for employees to apply a polite and innovative work culture as a sustainable social practice that will form a social structure (Meganada et al., 2020).

The process of structuring the bureaucracy is carried out in space and time, which is related to the arena and the duration of its implementation. That a polite and innovative work culture becomes a routine for employees, where a time process is needed to form it which requires pressure on the bureaucracy to make a polite and innovative work culture a habit. Forming a polite and innovative work culture is to create a bureaucratic structure that is able to face the demands of the digital era with innovation but still has the value of politeness in providing services to the community.

It is important for a leader to communicate intelligently, know and understand the characteristics of the organization he leads and how the potential for support and resistance to changes made by regional heads in managing the bureaucracy to improve bureaucratic performance in public services. Meanwhile, for groups that are against, a more specific strategy and approach is needed to support changes in the bureaucracy. This can be caused by not understanding the purpose of implementing echo santi innovation as a change in improving bureaucratic performance, not being able to read the consequences of change or indeed because they have interests that conflict with the new values that will be realized by change. A servant leader has a strong inclination towards persuasion. Decision making is done not based on the authority of the serving leader.

#### *Domination aspect*

Bureaucratic reform is a bridge to create *good governance* which begins with the formation of a government bureaucracy with character and the spirit of serving as servants of the state and public servants (good government). Changes are not only contextual, so leaders must be able to respond to any problems that occur, resulting in a lack of focus in making bureaucratic changes. In regional government, the actor who plays the most role and is seen to give influence in the development of innovation is the regional head. Regional heads are able to gradually empower the bureaucracy by continuing to provide motivational encouragement and reminding them to work based on politeness and full of innovation and carried out with *pesaja*. This is in line with what was conveyed by Giddens (1995), who

thinks that structure is empowering, because it is formed by the relations of agencies in a dynamic space and time. The dynamics of agents and structures show that agents have an active contribution in forming a culture (Sihotang, 2012).

Following Bourdieu's view, a leader to be able to appear prime in the environment he leads risks at least having to have four capitals, namely economic, cultural, social, and symbolic and how a leader can utilize the capital he has to influence the organization he leads. A leader is a person who builds an organization's vision and mission, builds work programs, sets goals and determines processes or actions to be carried out and is able to influence his followers to achieve common goals (Nufus, 2019). These principles of *dharma* leadership must be the main pillars and should not be overlooked by anyone who strives and wishes to become a leader. That a victory that is finally achieved must be based on a *dharma* struggle, not *adharna* (Suweta, 2020).

Anthony Giddens explained that in the structure of *domination* which includes schemes of control over people (politics) and goods/things (economics). Giddens acknowledges the existence of the concept of power as a transformative ability, which precedes subjectivity or the formation of introspection and self-awareness, which in social science is generally a dualism between subject and object. In this conception, powers are often defined in terms of intent or will, namely "the ability to achieve desired and intended results" (Nashir, 2012).

In connection with this research that a regional head has powers regulated in laws and regulations. The power he has is managed to direct the organization he leads to be able to carry out social actions in order to achieve the goals that have been set. *Gema santi* as a branding of the Klungkung Regency Government is interpreted as a spirit to encourage increased bureaucratic performance, change the work culture of the bureaucracy to create good, transparent and accountable governance in realizing a superior and prosperous Klungkung society. Efforts to change the mindset and work patterns of the bureaucracy and also how to make the people of Klungkung Regency unite to jointly support the government in building the area of Klungkung Regency according to the spirit of *dharmaning ksatria mahottama*, it is necessary to create a value of the spirit of struggle through echo *santi* values (polite community movements and innovative). *Gema Santi* as a tagline makes Klungkung Regency government branding which continues to be socialized so that it is understood by all the bureaucracy and also understood by all Klungkung Regency people with efforts, namely by echoing *Santi* songs, clothes bearing echo *Santi* and echo *Santi* greetings.

#### *Legitimacy aspect*

The Klungkung Regency Government in an effort to improve the performance of the bureaucracy by providing additional wages in accordance with regulatory regulations is expected to encourage the working spirit of the state apparatus in carrying out their duties and obligations and improve the quality of public services to the community. In order to realize good governance, the government provides performance-based allowances to each ASN. The Klungkung regency government always strives to create *good governance*. One way is to provide various allowances to employees as an effort to motivate employee morale. Since 2019, the provision of performance allowances to ASN in Klungkung Regency has been based on Klungkung Regent Regulation Number 2 of 2019 which was then implemented with Electronic Performance (*E-Kinerja*) where the provision of performance allowances is based on the number of activities reported in the Performance Electronic system. Performance). This system is an effort by the Regional Government of Klungkung Regency to improve the performance of the apparatus and also improve the welfare of the apparatus by using performance-based application technology. Where the system of payment of benefits is adjusted according to tasks/work completed and reported. This means that the more work done/completed and reported, the greater the work allowance that will be obtained.

Employee absence is a very important factor in a company or agency. Timeliness and employee integrity are considered to help the development of agencies/institutions. Employee attendance systems are often used to ensure employee commitment and responsibility towards their work in order to obtain maximum results and in accordance with predetermined goals. From the side of the government bureaucracy, the main problems faced are in accordance with the phenomena that occur in the field, there are employees who sabotage the fingerprint machine, and there are employees who come to the office during absent hours. This all happened because of the lack of awareness of employees in carrying out their duties and responsibilities, causing ineffective performance in the office. All of this is due to low discipline and employee performance, among other things, caused by the still weak supervisory function of government employee discipline, a career system based on work performance that has not been fully implemented, inadequate facilities and infrastructure/service facilities, including the use of information and communication technology (*e-government*) in terms of employee discipline supervision.

Based on this, the Klungkung Regency Government stipulated Klungkung Regent Regulation Number 22 of 2021 concerning Amendments to Klungkung Regent Regulation Number 81 of 2019 concerning Working Days and

Working Hours of the State Civil Apparatus which became the basis for determining absences for all employees in the Klungkung Regency Government. The Klungkung Regent's Regulatory Policy is strengthened by the Klungkung Regent's Circular Letter Number: 800/0610/BKPSDM/2022 concerning the Implementation of the Sisenso Mobile Application for Recording Attendance at the Klungkung Regency Government. As a form of implementation of the *dharma negara*, as a regional head, he must be able to create good governance in the principles of *good governance* to improve bureaucratic performance, improve the quality of public services for the realization of social welfare. Gema Santi is the spirit of the local government of Klungkung Regency with a polite and innovative concept based on religious values and Balinese local wisdom culture which is always based on *dharma*, namely carrying out tasks in the way of *dharma* and to realize *dharma* goals so that it will create a society that is *santi*, namely a society that is peaceful and happy for the realization of a superior and prosperous society.

It was explained that the Santi work culture is an organizational work culture in the bureaucratic organization that has been established by the Regional Government of Klungkung Regency through Klungkung Regent Regulation Number 14 of 2021 concerning the Code of Ethics for State Civil Apparatuses in the Government of Klungkung Regency, which is also called a santi work culture (polite and innovative).

#### *Implications of Dharmaning Ksatria leadership on the performance of the Klungkung Regency Government bureaucracy*

The work culture of the bureaucratic apparatus can be said to be good if the results achieved by the bureaucratic apparatus are better. Standard work results and good service will be able to affect the work productivity of the apparatus concerned. The formation of a santi work culture certainly has hopes of increasing the performance of the bureaucracy and improving the quality of public services which leads to an increase in people's welfare.

An attendance system using the Android-based sisenso mobile application was chosen, because it is more effective than manual or *finger print*. This system is very effective and efficient because it can be directly accessed using the internet anywhere and anytime so it can save time, effort, paper and human resources who run it only need to view report data through the Online Attendance software. Application of attendance through the sisenso mobile application to encourage the formation of a culture of honesty and justice for all bureaucratic employees of the Klungkung Regency Government. That Santi's work culture with polite and innovative values encourages the behavior of bureaucrats who have integrity in work and as one of the benchmarks has discipline and honest character as the fighting spirit of the *Dharmaning ksatria* by implementing android-based attendance attendance through the Sisenso mobile application is very supportive and creates discipline employees and creates a sense of responsibility from each employee because the consequences of an application that cannot be fooled apply to each ASN itself.

In line with the policy of implementing National bureaucratic reform, the Government of Klungkung Regency is also implementing bureaucratic reform in order to accelerate the realization of the goals of regional governance. The implementation of bureaucratic reform in the Klungkung Regency Government is guided by Klungkung Regent Regulation Number 4 of 2021 concerning the Klungkung Regency Government Bureaucratic Reform Road Map for 2020-2024. The implementation of Klungkung bureaucratic reform has progressed as shown by the increase in the achievement of the Klungkung Regency bureaucratic reform index in 2021 reaching 60.40 (Good Category/B) from previously only reaching 58.62 (Enough Good/CC Category) in 2020.

The Klungkung regency government continues to strive to improve the performance of the bureaucracy, one of which is by instilling polite and innovative values as a spirit at work, namely gema santi so that a bureaucracy that is characterized by performance and service orientation is formed and carried out with *pesaja* as a form of implementing the Klungkung puputan war spirit in carrying out the *dharmaning ksatria*. The leadership value of dharmaning ksatria is in line with Hayat's opinion (2020), which explains that ownership of an organization is an important element in the development and improvement of the quality of public services. The sense of belonging to an institution or organization is a separate motivation for subordinates to consciously make improvements. The accountability of those who feel they have is much greater than that of those who do not. So the sense of ownership of the organization in subordinates, as executors of bureaucratic reform organizers, is important to cultivate. This has a *positive impact* on the goals of good governance.

Santi's work culture with polite and innovative values is used as a guideline, demands and norms of bureaucratic ethics in carrying out its duties and functions to create quality public services. The values of polite and innovative work culture which are expected to be carried out with *pesaja* in every bureaucratic activity can be more quickly accepted and implemented wholeheartedly by all employees. In this case, it shows the mental character and attitude as a civil servant who has the function of realizing quality public services and supporting the vision and mission of the Klungkung Regency Regional Government in realizing a superior and prosperous Klungkung community.

In the development of innovation as an effort to improve the quality of public services, it has been consistently carried out by the Klungkung Regency Government which has started since 2017. A polite and innovative work culture has encouraged the development of a work culture that promotes innovation in overcoming organizational problems and improving the quality of public services while still prioritizing the value of politeness, honesty, and ethics in service delivery. The encouragement and motivation from the leadership is very influential in fostering a culture of innovation in bureaucratic organizations with a commitment to providing convenience in obtaining public services and making quality public services. This is in line with the opinion of Sofanudin & Wahyudi which states that a change of leader brings about a change in leadership style, and a leader who has a vision and commitment to change has the potential to produce breakthroughs or innovations during his leadership (Rosliana, 2018).

The Klungkung Regency Government has made efforts and is committed to improving the quality of the public service sector as a form of commitment to realizing *Good Government*, and in achieving the goals and functions of government, namely providing services to the community in an optimal, effective, efficient, clean and reliable manner. From the research data, it shows that the level of community satisfaction with the quality of services provided is already in the good category. This is also the basis for determining the community satisfaction index on the performance of the Klungkung Regency government in the field of public services which gets the District IKM score. Klungkung is 83.28 in the good category.

## Conclusion

Based on the explanation above that in the Hindu concept, good leadership is always adhering to the values of *dharma*, namely truth. The government leadership in Klungkung Regency follows the spirit of *dharmaning ksatria* which is inspired by the spirit of the Puputan Klungkung war struggle as a form of *tindih* and *wirang* which gives rise to *taksu* in developing self-potential that sincerely serves for the progress of the Klungkung Regency area which must be implemented in the present as a servant of the state and servant society with full responsibility and dedication to carry out religious *dharma* that every human being has the obligation to explore, live, and carry out the teachings of the religion adhered to in relation to God, fellow human beings, and nature including the environment and carry out the *dharma agama* that every human being has the obligation to participate the success of national development carried out by the government. The value of *satya* in the leadership of *dharmaning ksatria* which shows honesty and loyalty as a form of consistency in carrying out duties and obligations that adheres to the rule of law to avoid unlawful behavior. The *dharmaning ksatria* leadership must also be carried out with the *pesaja* as a commitment by forming a work culture based on polite and innovative values.

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