

## **The New Uniform Policy of the Security Unit in an Effort to Apply Management Motivation and Rewards to Increase the Defense and Economic Resilience of the Indonesian State: Literature Study**



**Jihan Marha<sup>1</sup>, Guntur Eko Saputro<sup>2</sup>, Hikmat Zakky Almubaroq<sup>3</sup>**

<sup>1,2,3</sup> Faculty of Defense Management, the Republic of Indonesia Defense University, Bogor

**ABSTRACT:** The role of security unit officers (Satpam) is very important in the sociological efforts of police functions that develop in the social life system to maintain security and order in their respective regions. There needs to be a management of motivation and rewards given to security unit as an effort to improve performance in maintaining national security and defense. The purpose of this study is to analyze how the new uniform policy of the security unit is in an effort to apply management motivation and rewards to increase the defense and economic resilience of the Indonesian state. Qualitative research methods and data collection techniques in the form of Literature Studies and Library Research. The results of the study explain that the new uniform policy of the security unit provides a common identity with the police which has an influence on performance in maintaining the defense and economic resilience of the Indonesian state.

**KEY WORDS:** Motivation and reward management, Performance, Security unit (Satpam), Defense and economic resilience

### **INTRODUCTION**

Every country has the duty and obligation to protect every citizen in an effort to maintain national defense and security. According to Fitri & Soehari (2019), national security is one of the important foundations that will support developments in other sectors. One of the main conditions for progress in a country can be measured by its security conditions and situation (Sudahnan, 2011). If a country already has a good security system, then every policy that will be formed by other sectors becomes easier to implement and realize quickly, precisely and safely. The government has made efforts to maintain and improve defense which is currently stated in the fourth paragraph of the 1945 Constitution as well as in the Decree of the People's Consultative Assembly of the Republic of Indonesia No. IV/MPR/1999 concerning Outlines of State Policy 1999-2004 concerning Defense and Security, in addition to the IV Amendment to the 1945 Constitution Chapter XII concerning State Defense and Security, Article 30 paragraph (1).

The state apparatus who has the duty and authority to maintain the security of the Indonesian state is not only carried out by the police, but is the joint responsibility of all Indonesian people who have a role in creating a safe, comfortable and well-organized environment (Rahardi, 2013). Reflecting on the State of Indonesia, which has thousands of islands and a population that continues to grow. Police officers with a number that is not proportional to the situation will be overwhelmed if they have to regulate and manage it themselves. One of the organizations that can directly assist the duties and authorities in maintaining security and public order is the security unit or known as the Satpam. The regulation of the head of the state police of the Republic of Indonesia Number 24 of 2007 states "that the Security Unit is a form of independent security tasked with assisting the National Police in the field of administering security and public order, limited to the working environment".

The role of security unit officers is very important in the sociological efforts of the police function that develops in the social life system to maintain security and order in their respective regions. The strategic environmental situation, both in the political and economic settings, has an equally serious impact on the security and defense of social life.

Achieving the vision, mission and goals in the organization of the security unit must also have good and directed human resources because of their very vital role in this matter. There needs to be special attention given by the government and in particular by the Indonesian National Police (Polri) to conduct guidance and improve the performance of security units in an effort to improve state security, especially in the community. As stated in the 1945 Constitution Number 24 Article 1 concerning the Guidance of Security Units are all efforts, activities and work to guide, encourage, direct, mobilize including activities of

## The New Uniform Policy of the Security Unit in an Effort to Apply Management Motivation and Rewards to Increase the Defense and Economic Resilience of the Indonesian State: Literature Study

coordination and technical guidance of Security Units, to actively participate in creating, maintaining and improving order and security for themselves and their families. work environment in the form of self-defence and security.

Based on this, there is a need for management of motivation and rewards given to security units as an effort to improve performance in maintaining national security and defense. Motivation has a very important role in influencing a person's performance in carrying out their duties. The higher the motivation possessed by the security unit, the higher the awareness of the responsibilities imposed on his work. One of the government's efforts to provide motivation and rewards for security unit officers is by establishing a policy of the Head of the Indonesian National Police (Kapolri) Regulation Number 4 of 2020 concerning Security Swakars regarding the change in the new uniform color of the security unit.

This will also provide economic welfare for security unit officers which will have an impact on the economic resilience of the Indonesian state. Economic resilience is resilience that can be reflected in an economy where independence and competitiveness are formed to realize just and equitable people's welfare.

### LITERATUR REVIEW

#### Motivation and Reward Management

According to Simamora (2015), human resource management is the development, provision of remuneration, and assessment and management of both individuals and groups within organizations. It means that resource management focuses on career development, performance appraisal as well as providing salaries and wages to employees who are earned from their hard work in carrying out their responsibilities in the company. This is known as motivation and reward management. **Motivation** is a driving force that makes a person willing to mobilize abilities, both in the form of skills or expertise, energy and time to carry out various kinds of work that are their responsibility and fulfill their obligations to achieve the goals that have been set. by the organization (Yunita, 2021). According to Dallu (2019), stating the basis of the word motivation is a motive which means because or the reason someone does something.

**Reward** is one of the important elements in motivating someone to be able to contribute optimally and express the best innovation ideas to improve the company's development both financially and non-financially. It is concluded that motivation and reward management is one of the efforts made by an organization to provide encouragement to improve performance as well as to maximize the ability of employees or members to realize the goals of the organization. Robbins (2007) defines motivation as, *"The Process by which person efforts are energized, directed and sustained attaining a goal."*

Davis (2004) stated that job satisfaction is the match between an expectation and the rewards obtained by employees from a company that is also in accordance with the work given. Based on this, job satisfaction can be determined by the reward it receives for the services provided. The results of research conducted by Nur (2020) The performance of permanent employees is more directed to the quality of work which refers to the knowledge and abilities possessed by employees and is intellectually oriented and the application of mastery of knowledge possessed by employees when completing tasks from superiors. The existence of motivation can stimulate employees to move their energy and thoughts in realizing a goal of the organization (Ashari, 2016). The factors that can affect motivation and rewards for employee performance or achievements can be a leader's strategy in running an organization Herzberg in Andriani & Widiawati (2017).

1. **Motivational factors**, the driving force in improving an achievement that has an intrinsic nature, which comes from a person's self.
  - a. **Achievements/achievements**  
The success obtained from one's efforts and hard work will give a sense of enthusiasm again in achieving the next goal or target.
  - b. **Recognition of others**  
Attitudes that arise as a result of clarity and acknowledgment by others of what the employee has achieved.
  - c. **Opportunity to grow**  
The opportunity to develop will provide intrinsic motivation within oneself, with the opportunity it will make a person enthusiastic to achieve the expected target.
  - d. **Progress in career**  
The existence of a hope to pioneer a work professionalism and a better career will make employees try to pursue that career.
  - e. **The challenges at work**  
When the work done has a good impact and is also liked by employees, it will create a good impetus to complete the task as well as possible.
  - f. **Responsibility**  
This responsibility will raise an attitude of concern for work that is considered important to be completed immediately, so it is very important that someone is given responsibility and trust in carrying out their duties.

## The New Uniform Policy of the Security Unit in an Effort to Apply Management Motivation and Rewards to Increase the Defense and Economic Resilience of the Indonesian State: Literature Study

2. **Hygiene Factors (Maintenance)**, These factors arise from the extrinsic nature, which appears or comes from outside a person.
  - a. **Status in the organization (Involvement)**

The clarity of this status will make a person raise his own motivation to participate in the organization. This status is an acknowledgment and clarity of position in the organization.
  - b. **Relationship with superiors**

A good relationship will make people excited and obedient to one's orders or superiors.
  - c. **Relationship with coworkers**

Having good co-workers is a motivation in itself because of the factor of cooperation or relationships with good co-workers.
  - d. **Administration System**

Easy administration will help someone easy in carrying out their duties because it is well-systematic, so this will cause motivation to work.
  - e. **Education and Training (Development)**

Education and training become a separate motivation from outside the intrinsic factor because the guarantee and certainty of the results of the training and education become a good motivation for those who carry it out.
  - f. **Reward System**

Someone will be motivated by the rewards they know, the higher the rewards or rewards that will be obtained, the higher the motivation of the person in working. The guarantee and certainty of the benefits obtained will make someone try hard to achieve the reward.

### Performance

According to Mangkunegara in Yenni (2019) performance is a word that comes from the word work performance or actual performance which is the result of work in the form of quality and quantity that has been achieved by a person in carrying out his duties and obligations in an organization. Performance is also a Monday in completing tasks with predetermined limits (Iqbal, 2015). Meanwhile, according to Veithzal in Chrisnanda (2017) performance is a real behavior that is shown by everyone as a work achievement produced by employees in accordance with the role given by an organization. It can be concluded that performance is an achievement or result achieved by a person in carrying out a task and *responsibility* given to an organization or company in both qualitative and quantitative forms.

The factors that affect performance according to Hermawan & Rahadi (2021) there are six external factors such as: management behavior, environment, job design, feedback, remuneration (wages/salaries) as well as work assessments. There are four performance indicators Mangkunegara in Halim & Andreani (2017) as follows:

1. Quality of work, indicators in this case see how well a person is in completing a job in accordance with predetermined standards.
2. Quality of work, shows how long it takes to complete the job.
3. Implementation of tasks, indicators that show how accurate and no one's mistakes are in completing their tasks.
4. Responsibility, an indicator shown by awareness of one's obligations towards the work he has given.

### METHODS

The method of writing scientific articles using qualitative research methods and data collection techniques in the form of Literature Studies and Library Research. This literature study was obtained from various articles in the 2010 to 2021 period, both reputable and unreported, and a review of literature books in accordance with theory, especially in the scope of motivational management and human resource rewards. In addition, references are obtained from several documents, news, annual reports and others. Journals analyzed from several journals with the keywords "Management", "Motivation", "Reward", "Performance" and "Security Unit". All scientific articles cited are sourced from Mendeley and Google Scholar.

Qualitative research, literature review must have good consistency with methodological assumptions. This means that it must be done in an inductive way so that it will not cause the questions asked by the researcher. One of the methods used in this method is to conduct exploratory research. Furthermore, it will be discussed in depth in the section entitled "Related Literature" or Literature Review (Review of Literature), as the basis for formulating hypotheses which will later become the basis for making comparisons with the results or findings that can be disclosed in the study (Hapzi Ali, 2013).

### RESULTS AND DISCUSSION

The motivational factors that are formed within the security units in Indonesia are currently manifested in government regulations regarding the uniform use policy. This policy is contained in the regulation of the head of the state police of the Republic of Indonesia Number 24 of 2007 regarding the change in the color of the new uniform of the security unit. The use of the security

## The New Uniform Policy of the Security Unit in an Effort to Apply Management Motivation and Rewards to Increase the Defense and Economic Resilience of the Indonesian State: Literature Study

unit uniform, which originally consisted of a white top and dark blue subordinates, was changed to a light brown top and dark brown subordinates accompanied by a pangkan mark on their shoulders. This rule applies at the end of 2020 as stated in the Regulation of the Head of the Indonesian National Police.

The three levels of rank found on the shoulders of this security unit have meaning in the level of implementing ranks, namely:

1. Execution power with one triangle
2. Intermediate executive rank with two triangles
3. The rank of the main executor with three triangles

According to the Head of the Public Information Bureau (Karopenmas) of the Public Relations Division, Porli stated that the use of brown color is considered as a symbol of warmth, modesty, honesty and usefulness. It is hoped that with the use of brown color, the Indonesian State security unit can give the impression of nurturing and protecting the community. In addition, brown is also the color of earth elements such as the color of stones, soil and wood which is expected by the security units to give the impression of being social to maintain the safety and comfort of the Indonesian people. According to the district regulation above, the use of security unit uniforms is the same as the use of police uniforms by wearing daily service clothes (PDH), with the following details:

1. A light brown short-sleeved shirt and wears a five-button shoulder cloth and a sleep collar.
2. Trousers or skirt with a length of 5 cm below the knee dark brown.
3. Shoes and socks are black.
4. There is a monogram and a nameplate.

The change in uniform color was also accompanied by an increase in the number of uniforms, which initially numbered 4 to now number 5 consisting of PDH, Special Field Service Clothing (PDL Sus), One Field Service Clothing (PDL Satu), Daily Civil Clothing (PSH), and Complete Civilian Clothing (PSL).

This change in official attire was carried out with the aim of managing motivation and awards given by the state to security units in an effort to improve their performance. As according to Gibson (1996), which defines motivation as, "...the concept we use when we describe the forces acting on or within an individual to initiate and direct behavior". Herzberg's theory, motivation and reward management can be done with two factors, namely motivational factors and maintenance factors. This policy is one of the strategies carried out by the government in terms of these factors, as described below:

### 1. Motivational Factor

#### a. Recognition of others

According to Siagian, S (2009) this recognition is one of the factors that influence a person in developing his career. An attitude that arises as a result of an acknowledgment of others from the achievements that have been realized. This change in official attire was carried out as an acknowledgment that the security unit is also part of the state apparatus in maintaining the security and defense of the Republic of Indonesia. The Head of the Public Information Bureau (Karopenmas) of the National Police's Public Relations Division stated *"There is an emotional closeness between the Police and the security unit, fostering pride in the security unit as a developer of limited police functions. Glorifying the profession of the security unit, and adding to the performance of the police function in the community,"*

#### b. Opportunity to grow

Caroline (2014) also mentions that there is a positive influence between career development on employee performance. The opportunity to move up to a higher rank will create motivation that is formed within the Security Unit to achieve the desired target. There is an openness of training that can be done to be able to move up in certain positions. The promotion per level of the executive rank is calculated from the minimum length of work of 4 years. Security units wishing to be promoted to intermediate executives have worked for at least 2 years and passed the Gada Pratama level competency test.

#### c. Responsibility

This sense of responsibility will bring up an attitude of concern for the work that is important to complete. The change in official attire is expected to create a sense of responsibility in carrying out duties to maintain national security and defense. The function of wearing official clothes, which are almost similar to police clothes, is expected to add to the deployment of police functions in the midst of society (Damayanti & Sumaryati, 2013).

### 2. Hygiene Factors (Maintenance)

#### a. Status in the organization (Involvement)

This organizational status is very important for recognition and clarity in an organization. This Security Unit carried out professional restoration with more serious responsibilities. This change in official attire was made to

## The New Uniform Policy of the Security Unit in an Effort to Apply Management Motivation and Rewards to Increase the Defense and Economic Resilience of the Indonesian State: Literature Study

become an identity as a part of the police force that helps in bringing order to the general public, maintaining peace and maintaining national security.

### b. Relationship with coworkers

This policy change was made to increase the emotional closeness between the police and the security units. With the similarity of clothes, it will create a sense of togetherness in accepting the same burden and responsibility, so that it will increase motivation to work together to maintain the security of the Indonesian state.

### c. Reward System

According to Fitri & Soehari (2019), rewards will encourage someone to do something more efficiently than before. One of the functions of this policy is as a reward for the performance carried out by the security unit organization so far. This is done to create a sense of pride in carrying out their duties. In addition, as one of starts of the security unit profession which is very vital in maintaining order in the community.

## Management of Motivation and Rewards That Affect Performance

Performance is the art of completing tasks with predetermined limits (Iqbal, 2015). According to Sagala in Yunita (2021), performance is a real behavior and is shown by a person as a work achievement from what he produces in accordance with the role given by the company. If a person's behavior provides work that is in accordance with predetermined standards, then the performance is classified as good, and if on the contrary, the performance can be said to be not or not good (Damayanti & Sumaryati, 2013).

According to Halim & Andreani (2017) motivation and compensation have a positive and significant influence on employee performance. In addition, motivation is the basic driving force that will move a person to devote all his energy because of a goal (Chrisnanda, 2017). The management of motivation and rewards carried out by the National Police in making new policies related to new uniforms for security units has an influence on their performance in maintaining national defense and security. The task that was originally only owned by the National Police is now working hand in hand with the security unit which is considered closer to the community, so the role of the security unit is also very important in maintaining national defense and security. "Security units as assistants carrying out police functions in their work environment are directed to carry out security service activities for the benefit of a company so that there is no risk that harms the company,..." (Hasan, 2002) Security units can work directly with the community and monitor community activities directly. One of the objectives of the establishment of this new policy is to improve the performance of the security unit in carrying out their duties and authorities.

As stated by the Karopenmas Bureau, the policy of changing the uniform to become the same as the Indonesian National Police's uniform was carried out to provide duties and authority to the security unit in assisting the National Police in maintaining national defense and security. The public will also be more obedient and respect the profession of the security unit. This increase in performance will provide benefits to a person's career which will lead to increased welfare in his life. Having good abilities and being able to be competitively superior will create independence in building a better economy. Realizing the country's economic resilience by paying attention to every citizen in building their welfare.

## CONCLUSION

The policy in the regulation of the head of the state police of the Republic of Indonesia Number 24 of 2007 regarding the change in the color of the new uniform of the security unit. The use of the security unit uniform, which originally consisted of a white top and dark blue bottoms, was changed to a light brown top and dark brown subordinates accompanied by pangkan marks on their shoulders. This change in official attire was carried out with the aim of managing motivation and awards given by the state to security unit as an effort to improve their performance.

The security units are expected to give their best performance with the authority and recognition given by the police. This also gives the security unit authority in the community because it has one of the same identities as the police, namely the identity in uniform. The similarity of one identity with the police also means that the security unit has one of the same powers and duties as the police, namely maintaining the security and defense of the Indonesian state. This increase in performance will provide benefits to a person's career which will lead to increased welfare in his life. Having good abilities and being able to be competitively superior will create independence in building a better economy. Realizing the country's economic resilience by paying attention to every citizen in building their welfare.

## REFERENCE

- 1) Andriani, M., & Widiawati, K. (2017). Penerapan Motivasi Karyawan Menurut Teori Dua Faktor Frederick Herzberg Pada PT Aristika Kreasi Mandiri. *Journal Admistrasi Kantor*, 5(1), 83–98.
- 2) Ashari, M. S. (2016). *Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan pada PT PLN (Persero) Unit Pelayanan Transmisi SULSERBAR*. 123.



## The New Uniform Policy of the Security Unit in an Effort to Apply Management Motivation and Rewards to Increase the Defense and Economic Resilience of the Indonesian State: Literature Study

- 3) Caroline, O. and W. S. (2014). Influence of Career on Employee Performance in The Public University, A Case of Kenyatta University. *Social Sciens Management and Enterpreneurship*, 1(2), 1–16.
- 4) Chrisnanda, D. (2017). *Pengaruh Motivasi Kerja terhadap Kinerja Karyawan di PT Mas Sumbiri*.
- 5) Dallu, A. S. (2019). Analisis Faktor – Faktor Yang Mempengaruhi Kinerja Pegawai Pada Kantor Satuan Polisi Pamong Praja Dan Pemadam Kebakaran Provinsi Sulawesi Barat. *Jurnal Ilmiah Ilmu Manajemen*, 1(2), 193–207.
- 6) Damayanti, A. P., & Sumaryati, S. (2013). *Kinerja Karyawan Perusahaan Daerah Air Minum ( Pdam ) Surakarta*. 2(1), 155–168.
- 7) Davis, N. (2004). *Human Behavior at Work*. McGraw Hill.
- 8) Fitri, D. P., & Soehari, T. D. (2019). Peningkatan Kinerja Melalui Disiplin, Motivasi Dan Lingkungan Kerja Pada Satuan Reskrim. *Akademika*, 8(02), 183–194. <https://doi.org/10.34005/akademika.v8i02.324>
- 9) Gibson, et al. (1996). *Organizational Behavior, Structure, Process, 8th Edition* (Alih Bahas). Binarupa Akasara.
- 10) Halim, & Andreani, F. (2017). Analisis Pengaruh Motivasi Dan Kompensasi Terhadap Kinerja Karyawan Di Broadway Barbershop Pt Bersama Lima Putera. *Jurnal Komunikasi*, 5(1), 1–8.
- 11) Hapzi Ali, N. L. (2013). *Metodologi Penelitian (Petunjuk Praktis untuk Pemecahan Masalah Bisnis, Penyusunan Skripsi, Tesis, dan Disertasi)*. Deepublish.
- 12) Hasan, A. (2002). Majalah Asosiasi Management Security Indonesia (AMSI),. *Edisi No. 01 Oktober*.
- 13) Hermawan, R., & Rahadi, D. R. (2021). Analisa Lingkungan Kerja dan Peningkatan Kinerja Karyawan melalui Motivasi: Studi Literatur. *Tirtayasa Ekonomika*, 16(1), 118. <https://doi.org/10.35448/jte.v16i1.10090>
- 14) Iqbal, N. (2015). Effect of Leadership Style on Employee Performance. *Arabian Journal of Business and Management Review*, 5(5), 1–6. <https://doi.org/10.4172/2223-5833.1000146>
- 15) Nur, E. (2020). *Analisis Kinerja Karyawan Tetap dan Karyawan Kontrak (Studi Kasus pada PT. Bank Sulselbar Cabang Jeneponto)*. Program Studi Manajemen Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah.
- 16) Ketetapan Majelis Permusyawaratan Rakyat Republik Indonesia No. IV/MPR/1999 tentang Garis-garis Besar Haluan Negara 1999-2004 tentang Pertahanan dan Keamanan.
- 17) Peraturan kepala kepolisian negara Republik Indonesia Nomor 24 Tahun 2007.
- 18) Peraturan Kepala Kepolisian Republik Indonesia (Kapolri) Nomor 4 Tahun 2020 tentang Pengamanan Swakars.
- 19) Rahardi, P. (2013). *Profesionalisme dan Reformasi Polri*. Laksbang Mediatama.
- 20) Robbins, J. (2007). *Perilaku Organisasi terjemahan Diana Angelica*. Salemba Empat.
- 21) Saputro, G. E., Mahroza, J., & Tarigan, H. (2020). THE IMPACT OF THE MILITARYEXPENDITURE AND SECURITY EXPENDITURE STRUCTURE ON THE SECURITY STABILITY. *Jurnal Pertahanan: Media Informasi Ttg Kajian & Strategi Pertahanan Yang Mengedepankan Identity, Nasionalism & Integrity*, 6(3), 328.38)
- 22) Saputro, G. E., Tarigan, H., & Rajab, D. D. A. (2021). the Role of Defense Economic in Economic Growth. *Jurnal Pertahanan: Media Informasi Ttg Kajian & Strategi Pertahanan Yang Mengedepankan Identity, Nasionalism & Integrity*, 7(2), 330. <https://doi.org/10.33172/jp.v7i2.123939>
- 23) Saputro, G. E. (2021). Implementation of Economic Policies Facing Covid 19 in Supporting Nonmilitary Defense. *International Journal of Social Science and Human Research*, 04(04), 634–642. <https://doi.org/10.47191/ijsshr/v4-i4-1140>
- 24) saputro, g. e. (2021). Pengaruh Stabilitas Makro Ekonomi, Stabilitas Keamanan Dan Pertumbuhan Industri . universitas borobudur
- 25) Saputro, G. E., & Meirinaldi. (2019). Analisis Pengaruh Stabilitas Keamanan dan Pertumbuhan Industri Strategis Terhadap Makroekonomi. *Jurnal Ekonomi*, 21(3), 237–253. <https://doi.org/https://doi.org/10.37721/je.v21i3.603>
- 26) Saputro, G. E., & Prakoso, L. (2021). Implementation of Economic Policies Facing Covid 19 in Supporting Nonmilitary Defense. *International Journal of Social Science And Human Research*, 4(4), 634–642. <https://doi.org/https://doi.org/10.47191/ijsshr/v4-i4-11>
- 27) saputro, g.e (2021) PENGARUH ANGGARAN PERTAHANAN, IMPOR ALUTSISTA, EKSPOR ALUTSISTA, DAN INFLASI TERHADAP PERTUMBUHAN EKONOMI DI INDONESIA TAHUN 1980-2019 *Jurnal Ekonomi*, Volume 23 Nomor 2, Juni 2021 Copyright @ 2021, oleh Program Pascasarjana, Universitas Borobudur
- 28) Siagian, S. P. (2009). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- 29) Simamora, H. (2015). *Manajemen Sumber Daya Manusia*. STIE YPKN.
- 30) Sudahnan, S. (2011). Kewenangan Satpam Sebagai Tenaga Keamanan Di Perusahaan. *Perspektif*, 16(3), 140. <https://doi.org/10.30742/perspektif.v16i3.78>
- 31) Yenni. (2019). Pengaruh Motivasi Kerja terhadap Kinerja Pegawai. *Jurnal Dimensi*, 8(2), 27–41. <https://doi.org/10.33373/dms.v8i2.2179>

## The New Uniform Policy of the Security Unit in an Effort to Apply Management Motivation and Rewards to Increase the Defense and Economic Resilience of the Indonesian State: Literature Study

- 32) Yunita, Y. (2021). Kepuasan Kerja Dan Kinerja Karyawan: Motivasi, Gaya Kepemimpinan (Kajian Studi Literatur Manajemen Sumber Daya Manusia). *Jurnal Manajemen Pendidikan Dan Ilmu ...*, 2(1), 310–330. <https://dinastirev.org/JMPIS/article/view/504>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0)

(<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.