



Study of Discipline Improvement of the Indonesian State Army Force through the Leadership Code of Ethics

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ABSTRACT

This research aims to describe and analyze the Implementation of the Indonesian National Army (TNI) Officer Code of Ethics Policy Based on Law No. 34 of 2004 concerning the TNI to Improve the Discipline of TNI AD Soldiers in Rindam V/Brawijaya and describes and analyzes the factors that hinder and encourage the implementation of the officer leadership code of ethics policy to improve the discipline of TNI AD soldiers in Rindam V/Brawijaya. Researchers used qualitative research methods with a descriptive approach. The research results show that the implementation of the code of ethics for officer leadership is in the form of TNI officers who are virtuous, based on belief in the Almighty God, defend truth and justice, and have the qualities of simplicity. TNI officers are devoted to supporting national ideals, love the independence and sovereignty of the Republic of Indonesia, uphold Indonesian culture and are always willing to defend the interests of the homeland and nation to achieve the Indonesian people's happiness. Factors that hinder and encourage policy implementation include internal factors, namely, leaders who influence officers' leadership. This includes the leader's background, which must be distinct from his experience in leading his organization. The applicable rules with flexibility and flexibility guide the style of leading the organization. The highest authority in the upper command and adapting to conditions and situations that occur to support discipline. Apart from that, experience in leading based on knowledge is a strength for a leader in disciplining his members. Meanwhile, external factors include the applicable system and rules wherein the application of the rules in an organization is understood to create a common perception in carrying them out, as well as organizational resources, which in their application are directed by the role of the officer's leadership code of ethics for the successful implementation of discipline in the organization.

Keywords: Code of Ethics, Discipline, Leadership, Officers.

1. INTRODUCTION

The development of the global, regional and national strategic environment has dramatically influenced the conditions and situations of national and state life in Indonesia. The current globalization, which carries "democratization," has brought new values into the life of the Indonesian people, and often, these new values conflict with the noble values held by the Indonesian people, so ultimately, the values brought by globalization emerge as a threat to survival. Furthermore, the integrity of the Republic of Indonesia is based on Pancasila and the 1945 Constitution. Considering the complexity of threats to national and state life in Indonesia (including military and non-military threats), efforts to defend the Republic of Indonesia must involve all components of the nation in national and state life in its various coordinated aspects. in a comprehensive state defence and security system known as 'Sishankamrata'. Indonesian National Army (TNI) – Army (AD) is part of the Indonesian nation's strength as a defence force (Land). Therefore, leadership is vital in management in a military organization, such as in Rindam V Brawijaya. It is also essential to pay attention to human resources because they are also a determining factor in the organization's success.

TNI soldiers are citizens subject to the law and uphold discipline, obedient to their superiors, and loyal to the Unitary State of the Republic of Indonesia (NKRI), based on Pancasila and the 1945 Constitution. TNI soldiers are subject to the law both generally and specifically, both national and national. International law is subject to special laws and only applies to the TNI. Officers as leaders must adapt and broaden their horizons and equip themselves with a range of abilities to keep pace with the acceleration of change and balance the various conveniences provided by technological advances. For this reason, as a TNI officer, as explained in Law no. 34 of 2004 concerning the TNI in article 38, the code of ethics for officers "Budhi Bhakti Wira Utama" must be a moral and spiritual value, which is always firmly embedded in the soul, and animates the implementation of the Sapta Marga, the Soldier's Oath and the Eight Obligations of the TNI in every performance of duty.

One of the harsh and frequent challenges that an organizational leader must face is developing his subordinates constantly to be willing to use their best abilities for the organization's benefit. Leaders can use various methods to motivate their members, such as understanding that the work they are responsible for is a noble task entrusted to them and instilling pride that not all

members get assignments, only members who have high performance and dedication. From a military perspective, the goal of leadership is to create a unit with adequate fighting power, namely a unit that is organized, equipped and trained to carry out tasks in a relatively short time and with minimal means, energy, costs, equipment and sacrifices.

The phenomenon in Rindam V/Brawijaya is the number of violations committed by TNI (Indonesian et al.) soldiers, the most prominent of which is currently the case of desertion, which was recently committed by one of the soldiers in Rindam V/Brawijaya. There has been an increase in very significant violations, some of which ended in dishonourable termination. The data above shows that there are still many disciplinary violations committed by Indonesian National Army soldiers, even though in each unit, the emphasis is always on enforcing discipline. Superiors who directly see soldiers who violate or, based on reports, carry disciplinary action. In contrast, disciplinary punishment is carried out by Dansat through a Disciplinary Punishment Parade Hearing or delegated to the Military Court. Sanctions range from physical actions such as running away, covering, and entering battalion cells, Military Police cells and Military Detention Centers to administrative actions such as postponement of promotion, release from the position, postponement of school, suspension and dishonourable discharge. According to the Army's formulation, leadership is the art and skill of influencing, leading, and guiding subordinates towards specific goals so they are willing to work together with complete sincerity, trust, obedience and appreciation. In the Leadership Diktat (Susgati Bintel TNI), leadership implies the art of using influence and providing guidance to the people being led so that from those being led, a willingness to trust, respect, obedience, and sincere cooperation arises.

This research aims to describe and analyze the Implementation of the TNI Officer Code of Ethics Policy Based on Law No. 34 of 2004 concerning the TNI to Improve the Discipline of TNI AD Soldiers in Rindam V/Brawijaya. It describes and analyzes the factors that hinder and encourage the implementation of the officer leadership code of ethics policy to improve the discipline of TNI AD soldiers in Rindam V/Brawijaya. The benefit of this research is that it will provide benefits for Rindam/V Brawijaya in the context of developing leadership policies so that it will be useful for Rindam V/ Brawijaya to improve member discipline, contribute to knowledge in the field of public policy making in developing leadership concepts about improving member disciplines. The results of this research can be used as a reference for other researchers interested in the same study.

2. LITERATURE REVIEWS

2.1 Sports Concept

Thomas R. Dye, in Irfan Islami (2014: 18), defines public policy as whatever the government chooses to do or not do. Van Meter and Van Horn (1975), as quoted by Leo Agustino (2012: 139), define policy implementation as actions carried out by individuals or officials or government or private groups directed at achieving goals. -goals that have been outlined in policy decisions. In principle, there are two models of policy implementation namely the first, policy implementation with a "top-bottom" pattern, namely a pattern carried out by the government for the people, where participation takes the form of mobilization. Second, namely, the implementation of policies with a "bottom-up" pattern. Although the government makes policies, they are implemented by the people.

Stoner in Umar (2011:31) defines leadership as "the process of directing and influencing activities related to the tasks of group members". Furthermore, Timple in Umar (2011:31) defines a leader as "a person who applies principles and techniques that ensure motivation, discipline, and productivity when working together with people, tasks, and situations in order to achieve company goals." Three types of leader functions are interpersonal functions, informational functions, and decision-making functions. Meanwhile, the leader's responsibility is to pay attention to employees and management to achieve organizational goals.

The requirements for leaders according to Marquart and Engel in Luthans (2005: 57) are cultural flexibility not only to regulate but this requirement is also to recognize and accept differences in the organization, practical leader communication skills must be able to communicate, both in writing and orally as well as non-verbally, skills in human resource management, this relates to leaders in their efforts to improve the learning atmosphere, design training programs, disseminate information and experience, predict final results, conduct career counseling, create organizational change and adapt to all parties, creativity, creativity is not only owned by the leader himself, but as a leader he must also be able to create a climate that encourages the creativity of his subordinates and helps them to be creative, and independent learning management (Self Management of Learning), the leader must have the will and sense great curiosity about new knowledge and skills so that he can adapt to environmental changes that occur.

Leadership styles are divided into three. The first Autocratic Leader, namely the autocratic leader, considers that all obligations to make decisions, to carry out actions and to direct, motivate and supervise subordinates are concentrated in his hands, allowing him to decide that he is the competent one to decide and has a feeling that his subordinates are unable to direct themselves or he may have other reasons for assuming a solid position of direction and supervision. Second, The Participative leader uses a participative leadership style, meaning that he carries out his leadership in a consultative manner. He does not delegate his authority to make final decisions or provide particular direction to his subordinates. However, he seeks various

opinions and thoughts from subordinates regarding the decisions that will be made. Taken. Leaders will seriously listen to and assess the thoughts of their subordinates and accept their contributions. Third, the free-rein leader, where the leader delegates the authority to make decisions to subordinates in a reasonably complete manner.

2.1.3 TNI Leadership Concept

Military Leadership is the art and skill of influencing and guiding people who are led/subordinates so that those who are led grow in the will, trust, obedience, respect and sincere cooperation required in carrying out tasks with tools or time effectively and efficiently. However, there is confidentiality between groups/ units with individual goals. To achieve optimal results, it is necessary to have the minimum requirements as a leader, namely good character and mental attitude (morals, manners, character, high intelligence, physical (outward) and inner readiness. The principles of leadership apply and can be applied to every level of command or unit. In practice, the level of command and the size of the unit are additional factors that need to be considered. There are eight types of leadership principles. The first principle is to be proficient in technical and tactical matters. A leader must be able to prove his abilities to the unit. The second principle is to know yourself and strive for its development. A leader must be able to assess himself, recognize, and discover his weaknesses and strengths. The third principle ensures that tasks are understood, supervised and completed. The fourth principle is to recognize subordinate members and look after their welfare. The fifth principle is to ensure that members always get the information they need. The sixth principle is to provide a good role model and example. A leader must be an excellent example for his subordinates in terms of Personality, courage, administrative knowledge, professional assignments, personal appearance, and relationship flexibility. The seventh principle fosters a sense of responsibility among members. The eighth principle is to train subordinate members in the situations they face and be able to estimate or predict the situations they will face in achieving goals and carrying out tasks.

Four characteristics can be used to determine leadership success, including morals or the state of a person's soul, which is related to tasks and includes the ability to carry out what is required. High morale is a condition of a soldier's soul that makes him satisfied in his environment, confident in himself, his friends and leaders, and determined to carry out his duties efficiently and effectively. Next is discipline. Discipline is obedience without hesitation and sincerity to orders or instructions given by superiors/leaders/commanders using their leadership. Discipline is demonstrated by a person's attitude and behaviour to carry out the rules that have been set consciously. Discipline will arise if there is a person's awareness, which starts from awareness of attitude and then applies it to his behaviour in carrying out existing regulations to maintain order so that work can be completed to achieve the organization's goals or unity. The third characteristic is the spirit of unity. The spirit of unity is the loyalty, pride and enthusiasm embedded in members towards their unit or corps. If morality is an individual soul, then this unitary soul results from the unit/corps/organization. The last characteristic is skill or dexterity.

3. RESEARCH METHOD

3.1 Research Approach and Focus

This research uses qualitative research methods with a descriptive approach. David Williams (Moleong, 2007, p. 4) states that qualitative research is collecting data in a natural setting using natural methods and carried out by people or researchers who are naturally interested. This study examines the implementation of the Officer Leadership Code of Ethics Policy to Improve the Discipline of TNI AD Soldiers in Rindam V/Brawijaya. Then, it interprets and gives meaning to leadership in enforcing the discipline of TNI Members.

3.2 Data Types and Sources

The types of data collected in this research are primary and secondary. Primary data obtained is in the form of words and actions of people observed from interviews and observations without participation, while secondary data is in the form of written documents. The data collection technique used combines several techniques, namely interviews, observation and study. Documentation. An interview is a conversation conducted with a specific purpose. Interviews in qualitative research are in-depth (in-depth interviews), and the type of interview used is unstructured, where the interviewer determines the problem and questions to be asked himself. In this research, the observation technique used was observation without participation. The limited time causes researchers to carry out one observation function, namely only making observations without being an official member of the group they observe.

3.3 Data Collection Techniques

Data collection techniques in this research include interviews, observation and documentation. In this research, interviews were conducted by submitting several verbal statements to the informants who had been determined in depth using an interview guide. Interview techniques were used to obtain information about implementing traditional sports development policies at the East Kutai Regency Youth and Sports Service and supporting and inhibiting factors in its implementation. Observations are

carried out by making direct observations of the objects being observed in a participatory manner. This is intended so that researchers can obtain complete and accurate data. Observation techniques were used to obtain relevant data to confirm information from interviews with informants regarding implementing traditional sports development policies at the East Kutai Regency Youth and Sports Service and supporting and inhibiting factors in its implementation. The documentation technique is carried out by examining various documents related to the focus of this research in the form of books, journals, and relevant guidelines. Documentation techniques are used to obtain accurate data regarding implementing traditional sports development policies in the Department. East Kutai Regency Youth and Sports.

3.4 Data Analysis Techniques

Qualitative data analysis, according to Bogdan and Biklen (Miles and Huberman, 1992: 14), is an effort made by working with data, organizing data, sorting it into manageable units, synthesizing it, looking for and finding patterns, finding what is essential and what can be learned. Moreover, decide what to tell others. Miles and Huberman (1992: 19 – 20) explain three types of data analysis. The first is data reduction, data presentation, and verification or conclusion.

4. RESEARCH RESULTS

4.1 Implementation of the Officer Leadership Code of Ethics Policy to Improve the Discipline of TNI AD Soldiers in Rindam V/Brawijaya

From the results of the interviews that have been conducted, it can be seen that the leadership process has taken place in line with organizational development, where officers as leadership elements in the TNI AD organization are the key to success in carrying out a military task, this is because it is the decisions taken by an officer that determine success. Whether or not the task must be carried out. The observations showed that in implementing officer leadership in military organizations such as in Rindam V/Brawijaya, the officers have adhered to the ethical norms and code of honour for officers "Budhi Bhakti Wira Utama".

The results of the interview show that Budhi, as part of the code of ethics for officer leadership, is defined as officer leadership that is based on belief in the Almighty God, defends truth and justice and has the qualities of simplicity which have been demonstrated by the existence of a leading officer who can carry out every task assigned to him with complete sincerity. He is selfless and believes that his profession is a mandate from God Almighty, so he must be held accountable. Apart from that, in its application, a leading officer can act firmly in defending truth and justice. An officer is a courageous man who always upholds the truth and eradicates falsehood, even though the risks he receives are very significant. This will later become a role model for its members to emulate the leadership of their officers.

Furthermore, officer leadership also has the qualities of simplicity so that it will be much calmer in carrying out its leadership. Even though he has personal interests or desires, he can intelligently fulfil them without damaging his image as a leader. The application of budhi as part of the leadership code of ethics is intended so that TNI officers act nobly, are based on belief in the Almighty God, defend truth and justice, and have the qualities of simplicity, which it is hoped will serve as an example for their members in increasing discipline and morale in their members. He leads them.

From the results of the observations, it can be explained that Bhakti, as one of the pillars of the code of ethics for officer leadership, suggests that a TNI officer should be devoted to supporting national ideals, loving the independence and sovereignty of the Republic of Indonesia, as well as upholding Indonesian culture, and at all times willing to defend the interests of the homeland and nation in order to achieve the happiness of the Indonesian people. In its application, leaders in every task they carry out are realized to be able to carry out their duties as professional soldiers who protect the people, support national ideals, love the independence and sovereignty of the Republic of Indonesia, and uphold Indonesian culture, and at all times are willing to defend the interests of the homeland and nation in order to achieve The happiness of the Indonesian people is something that must be guided by about the main tasks of the TNI and is a reflection of the TNI's identity, morals, soldier ethics and exemplary behaviour in everyday life.

The Wira leadership code of ethics states that a TNI officer is a knight who must uphold loyalty and obedience, be a leader (soko guru) of his subordinates and dare to take responsibility for his actions. In practice, this is shown by the leadership of TNI officers, who are warriors who uphold loyalty and obedience, which is a strong commitment from a leader and a strong desire to remain a member of the organization. In this case, the leader's commitment to disciplining members is a desire to show effort. High level on behalf of the organization and a strong belief in accepting the values and goals of the organization in disciplining its members. Apart from that, a leader who can be seen as a pillar of the teacher is a leader who has a healthy and strong body and soul so that he has excellence in all things that require "self-leadership", namely the ability to control one's desires. It is found for a leader to force himself to seek position and wealth (because it will come naturally according to strata and position later). A strong character prioritizes the emergence of personal awareness to become a leader who has personal awareness and continues to develop himself. On the responsibility side, it can be seen in its application that a leadership officer who has ethics and dares to

take responsibility will bring the organization he leads to the peak of success by utilizing all the potential in all members of the organization he leads. A leadership officer makes ethics the basis for optimizing all talents. Furthermore, the potential of human resources increases the value of all resources owned by the organization and respects all qualities and competencies of human resources.

The results of observations in the following leadership code of ethics are Main. In this case, it confirms that a TNI officer is an enforcer of brotherhood and humanity and upholds the name and honour of the TNI Officer Corps. This is realized by leadership, which positions officers as leadership elements in the TNI AD organization, which is the key to success in carrying out a military task. This is because the decisions taken by an officer determine whether the task that must be carried out is successful or not, but in its implementation, there are several things that A leading officer needs to pay attention to, including being a leader who must be far from being arrogant, not quickly blaming members, not looking down on subordinates and respecting and thinking positively towards subordinates. The research results show that the implementation or implementation of the code of ethics for officer leadership is in the form of virtuous TNI officers who are based on belief in the Almighty God, defend truth and justice, and have the qualities of simplicity. TNI officers are devoted to supporting national ideals, loving the independence and sovereignty of the Republic of Indonesia, upholding Indonesian culture and, at all times, willing to defend the interests of the homeland and nation to achieve the Indonesian people's happiness. TNI officers are knights, uphold loyalty and obedience, are leaders (soko guru) of their subordinates and dare to take responsibility for their actions. TNI officers are enforcers of brotherhood and humanity, and upholding the name and honour of the TNI Officer Corps can be realized in the officer leadership code of ethics as a form of TNI leadership that can discipline and professionally carry out its duties to create a positive image of the TNI.

4.2 Factors that hinder and encourage the implementation of the Officer Leadership Code of Ethics Policy to Improve the Discipline of TNI AD Soldiers in Rindam V/Brawijaya.

The internal factors of the leader that influence the officer's leadership include: The background of the leader cannot be separated from the experience he has which is used in leading the organization led by him, the style of leading the organization is guided by the applicable rules with flexibility with the highest authority in the upper command and adapts to the conditions and situations that occur in order to support discipline. Apart from that, leadership experience based on knowledge is a strength for a leader in disciplining his members regarding the leader's background factors in implementing this leadership code of ethics, according to H. Joseph Reitz (1981), quoted by Nanang Fattah, states that Personality, past experiences and expectations of the leader, including values, background and experience, will influence the choice of leadership style. Based on these experience factors, it is clear that a leader's success in his activities is influenced by experience, which can support the success of leadership; therefore, a goal will be achieved if there is harmony in the relationship or good interaction between superiors and subordinates, besides being influenced by the leader's background, such as self-motivation for achievement, maturity and freedom in social relations with human relations attitudes.

Regarding leadership style, he tends to accept suggestions from subordinates if this is constructive. However, on the other hand, he will be firm and authoritarian when it comes to issues related to discipline, where he will be guided by the rules that apply as a reference to subordinates. In terms of leadership experience in implementing the officer leadership code of ethics in enforcing discipline among its members, this is relevant to several leadership theories, namely the ecological theory put forward by Yukl (1996), which essentially means that a person will only succeed in becoming a good leader if he has leadership talent. This talent is then developed through regular education and experience, allowing further development. This theory combines the positive aspects of the two previous theories to be said to be the theory closest to the truth.

External factors that influence the implementation of this officer leadership code of ethics include the applicable systems and rules wherein the application of the rules applicable in an organization are understood to create a common perception in implementing it as well as organizational resources which in its implementation are directed by the role of the officer leadership code of ethics in order to successful implementation of discipline in the organization. Leaders in carrying out leadership in a military organization must be able to act as fair judges. This role is challenging to carry out because there is a tendency for anyone to side with certain groups that suit them. In order to realize objective and fair actions, leaders must act based on existing facts and not show favouritism, which will ultimately harm the development of the unit. So that the decision can be objective, four guidelines can be used in assessing the activities carried out by subordinates. First, according to religion, it is true that the actions carried out are subject to the rules that apply in the religion adhered to by the member concerned.

Human Resources (HR) are a central factor in an organization. Whatever the form and purpose, organizations are created based on various visions for the benefit of humans, and in carrying out their missions, are managed and administered by humans. So, humans are a strategic factor in all institutional/organizational activities. Furthermore, human resource management (HRM) means organizing and managing human resources based on the company's vision to achieve organizational goals optimally.

Therefore, HRM is also part of Management Science, which refers to management functions in implementing planning, organizing, staffing, leading and controlling processes. In military organizations, resources include a large number of critical assets for military organizations, such as people, natural resources, money, technological superiority, industrial support, government structure, social characteristics, political power/diplomacy, intellectual qualities of military leaders, and morals/morals. Apart from that, some obstacles influence military activities, so they do not achieve the desired effectiveness. Leadership in military organizations is in line with the management of other organizations, in line with Mary Parker Follett, who defined management as the art of getting work done through other people.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Based on the results of research and discussion based on data analysis, it can be concluded that Based on the research that has been carried out with an explanation of the research results that have been shown in the previous chapter, several conclusions can be drawn, namely the results of the research show that the implementation or implementation of the code of ethics for officer leadership in the form of TNI officers is virtuous, based on belief in the Almighty God, defends truth and justice, and Has the qualities of simplicity. TNI officers are devoted to supporting national ideals, loving the independence and sovereignty of the Republic of Indonesia, upholding Indonesian culture and, at all times, willing to defend the interests of the homeland and nation to achieve the Indonesian people's happiness. TNI officers are knights, uphold loyalty and obedience, are leaders (soko guru) of their subordinates and dare to take responsibility for their actions. TNI officers are enforcers of brotherhood and humanity, and upholding the name and honour of the TNI Officer Corps can be realized in the officer leadership code of ethics as a form of TNI leadership that can discipline and professionally carry out its duties to create a positive image of the TNI as mandated in the TNI Law. 34 of 2004 states that Soldiers, in carrying out their duties and obligations, are guided by the Soldier's Code of Ethics and the Officer's Code of Ethics.

The leader's internal factors that influence the officer's leadership include the leader's background which cannot be separated from the experience he has which is used in leading the organization he leads, the style of leading the organization is guided by applicable rules with flexibility with the highest authority in the upper command. It adapts to the conditions and situations that arise. It occurs to support discipline. Apart from that, experience in leading based on knowledge is a strength for a leader in disciplining his members. External factors that influence the implementation of this officer leadership code of ethics include the applicable systems and rules wherein the application of the rules applicable in an organization are understood to create a common perception in implementing it as well as organizational resources, which in its implementation are directed by the role of the officer leadership code of ethics in order to successful implementation of discipline in the organization.

5.2 Suggestions

Researchers can advise that there is a need to strengthen professional leadership in the true sense of having a firm and disciplined character, but who can provide guidance to the organization and society it leads. Apart from that, there is a need for a reformist military leadership model so that it can improve and strengthen the strength of personnel resources who not only have high fighting and combat power. However, the vision, concept, and ability to change the nation and state are also better. Apart from that, leaders must also have dynamic capabilities and be able to see far into the future, learn quickly, and make continuous changes. The final suggestion is that there needs to be a commitment from the government or military leaders to improve their leadership abilities both at the local, regional and national levels through education and formal and informal institutions that are more directed at building community participation.

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