

The Effectiveness of Human Resources Performance from the Indonesian National Police Organization in Maintaining Regional Security and Public Order in Indonesia

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Abstract

Performance is the contribution level made by employees to the goals of their work units and companies/organizations as a result of their behavior and the implementation of their skills, abilities, and knowledge (Bacal, 2015: 153). The performance of Indonesian National Police (Polri) members is essential in an effort to achieve the goals that have been set following the police vision and mission. Polri makes performance a strategic instrument to measure the ability of its members to carry out their duties based on the laws that have been regulated. This study aims to analyze and describe the effectiveness of the human resources performance of the National Police Organization in maintaining regional security and public order in Indonesia. The results revealed that the improvement of Human Resources performance that the National Police Organization has carried out had not provided optimal results until now. This can be seen from the survey, which states a lower level of public trust in the National Police than in other law enforcement agencies, which is only 66.3%. More of this is due to the high number of disciplinary violations of police members from the 2018-2021 period reaching 8,760 violations. Thus, it impacts the poor image of the police in the community as well as the effectiveness of the performance of organizational human resources in maintaining regional security and community order that needs to be optimally implemented. It is evidenced by the number of crimes that occur in the community is still 34,894 cases in 2021 to all provinces in Indonesia nowadays.

Keywords: Performance, Disciplinary Violations, Police Organization.

1. Introduction

Human resources are an important factor in a security agency. In order to make management activities run well, it must have knowledgeable and highly skilled members and efforts for the security agency as optimally as possible so that member performance can be improved.

According to Syamsuddinnor (2014), human resources are one of the main capitals of an organization, which can make an invaluable contribution in achieving organizational goals. One example of the importance of human resource contribution in an organization can be seen from the performance process. The organization already has strong finances, fulfilled skills, and the latest technology but the absence of good human resources, so the performance process will not run smoothly.

The Indonesian National Police or as abbreviated as POLRI in relation to the Government is one of the functions of the State government in the field of maintaining public security and order, law enforcement, protection, and service to the community, as well as fostering community with peace by upholding human rights. As specified in the government regulations, the police area is divided into some levels starting from the central level which is commonly referred to as the National Police Headquarters whose working area covers the entire territory of the Republic of Indonesia led by a Chief of Police who is responsible to the President. Then, the Provincial level area which is called the Regional Police and is commonly referred to as the Polda led by a Chief of Police who is responsible to the Chief of Police. At the district level which is called the Resort Police or also called the Police led by a Police Chief who is responsible to the Chief of Police. At the Sub-district level, there is a Sector Police which is commonly referred to as

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the Police Station with the leadership of a Police Chief who is responsible to the Chief of Police. Last, at the Village level, there is a Police Post led by a Police Brigadier or as needed according to the situation and conditions of the area. As law enforcement, police must be firm, ethical, and consistent in their actions.

Police are required to always be on standby within 24 hours. They must always be ready even outside of duty hours, that is, whenever the police are urgently required or get orders from superiors, police members must be ready in every situation. The duties of being a police officer are twofold, that are office duties and field duties, namely arrangement, guarding, escorting, patrolling, enforcement, and counseling. The duties carried out by the police have been regulated in police law number 2 of 2002 and have limitations in each of their duties.

The member performance of the National Police is very important in an effort to achieve the goals that have been set based on the vision and mission of the police. Polri makes performance as a strategic instrument to measure the ability of its members in carrying out their duties in accordance with the laws that have regulated them. According to Mangkunegara (2000) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in line with the responsibilities assigned to him". The member performance of the National Police has been regulated by Article 13 of Law No 2 of 2002 concerning the Police which includes maintaining public security and order, enforcing the law and providing protection, and services to the community.

Performance is a very important and interesting part because it proves to be very important. Therefore, the efforts to improve employee performance are the most serious management challenges because the success to achieve the company's goals and survival depends on the quality of the human resources performance in it (Syamsuddinnor, 2014). The National Police Organization where the number of human resources is quite large, which can be seen in the following graphic image:

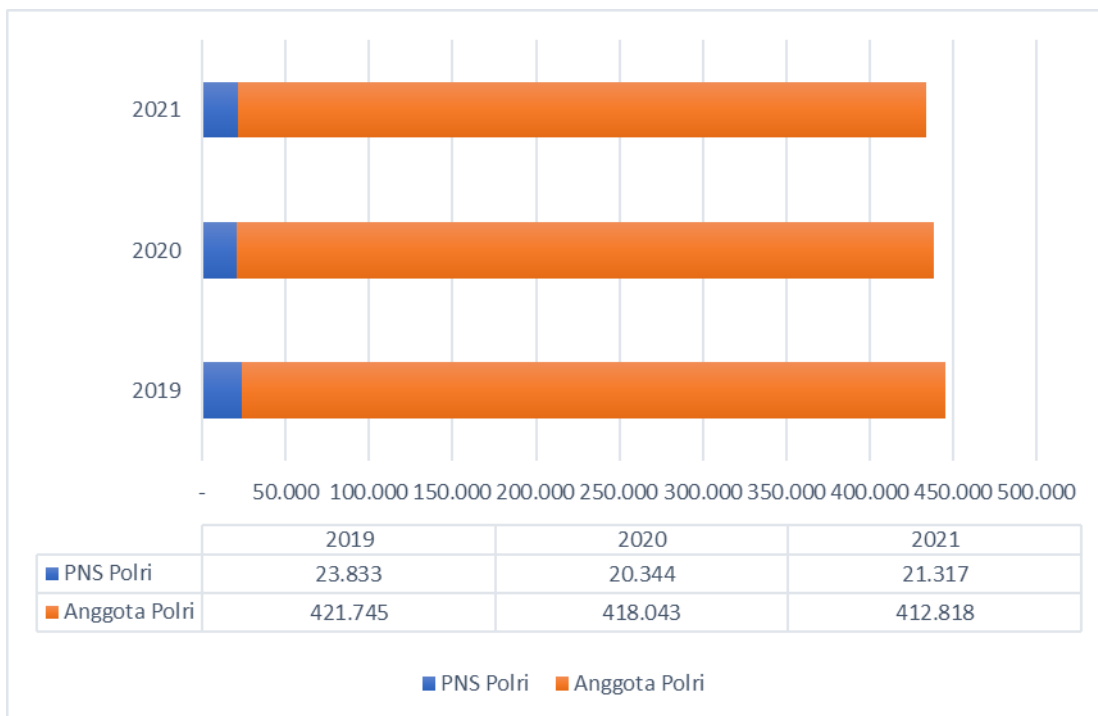


Figure 1. Number of Human Resources in National Police of the Republic of Indonesia
Source: Polri Human Resources, 2022

Based on Figure 1, it can be seen that currently Indonesia is one of the countries with the most number of police in the world. Based on the report of the Indonesian Police (Polri), the number of personnel was recorded at 434.135 people. Meanwhile, Indonesian police is the fifth largest in the world. Its position is under the United States, which is estimated at 812.279 people in 2019. Meanwhile, India has the highest number of police in the world, at 2.09 million people in 2020. After that, there are China and Russia with police numbers of about 2 million people and 756.859 people, respectively. Although the number of Police personnel decreased by 0.97% compared to previous years. In

2020, the number of Police personnel was recorded at 438.387 people. In detail, the number of Indonesian police in 2021 was recorded at 412.818 people. Therefore, 21.624 police officers served at headquarters (*mabes*) and 391.194 police in regional police (*polda*). Meanwhile, there are 21.317 civil servants (PNS) in the National Police. A total of 4.048 Police civil servants are placed in the headquarters and 17.269 others are scattered in various police stations throughout Indonesia.

The success of an organization is closely related to the quality of performance of its members. So, the organization is required to always develop and improve the performance of its members. Performance means the results of work that can be performed or the appearance of an employee's work. Thus, the performance of an employee can be measured from the results of work, such as the tasks or the results of activities in a certain period of time (Soekidjo, 2009): in Pratama, 2012). In other words, performance is the result of work achieved by an employee in performing tasks according to the responsibilities assigned to him. Performance as a policeman is not easy, there are many challenges that must be faced. The performance of the police can be measured by various aspects, for example in solving a crime case that occurs. The performance of a police officer should ideally guard to protect and serve the community, but in reality, many police officers commit violations as we will discuss in this study.

2. Literature Review

2.1. Human Resource Management (MSDM)

Human resource management is a process of dealing with various problems in the scope of employees, workers, managers, and other workers to be able to support the activities of the organization or company to achieve predetermined goals. Therefore, the manager must guarantee that the company or an organization has the right workforce in the right place, and at the right time, has the ability to solve tasks that will help the company achieve the overall means effectively and efficiently.

Human resource management (MSDM) is the formal systems design in an organization to ensure the effective and efficient use of human talents to achieve organizational goals. No matter whether the company is a large company with 10.000 employees or a small non-profit organization with only 10 employees, still these employees must be paid, which means a good and legitimate compensation system is required. (Faustino, 2003).

Every MSDM activity requires thinking and understanding of what will work well and what won't. In an environment where labor force challenges are constantly changing, laws are changing, and the needs of employers are changing, MSDM must continue to change and evolve. The power of underlying concept is that every employee is a human being, not a machine, and not merely a business resource. The study of HR management combines several fields of science, such as psychology, sociology and others. MSDM also concerns the design and implementation of planning systems, employee preparation, employee development, career management, performance evaluation, employee compensation, and good labor relations. Human resource management involves all management decisions and practices that directly affect its human resources.

MSDM is required to increase the effectiveness of human resources in the organization. It aims to provide the effective task force for the organization. In order to achieve this goal, the study of personnel management will show how companies should acquire, develop, use, evaluate, and maintain employees in the right quantity and type (quality). MSDM discusses the great potential of the human workforce which is the driving force of supporting factors for management activities that must be utilized as well as possible through synergy with the environment of the organization. It is undeniable that technological changes are very fast and force the organizations to adjust to their business environment.

2.2. Organizational Performance

According to Robbins (2016), an organization is a consciously coordinated social entity, with a relatively identifiable boundary that works on a relatively continuous basis to achieve a common or a group of goals. An organization is seen as a unit of social system to achieve common goals through effort. According to Sutrisno (2009), an organization is a collection of people who have different competencies, who are interdependent on one another, who seek to realize their common interests by utilizing various resources.

An institution or organization is stated to be successful if the performance of human resources always strives to improve employee performance in order to reach the company's goals that have been set. According to Martha

(2015), performance is an achievement reached by employees in carrying out the work that has been given. Meanwhile, according to Sutrisno (2016), work performance or performance is the result of work that has been achieved by a person based on his work behavior in carrying out activities at work.

Success or failure in carrying out tasks organization is closely related to employee performance. The achievement of performance in the organization is a factor that must be considered to realize the company in achieving the goals. According to Mangkunegara (2016) who argues that employee performance is the result of a person's work in quality and quantity achieved by employees in carrying out duties based on the responsibilities given. According to Robbins, Stephen P. (1982), performance indicators are a tool for measuring the achievement of employee performance. Here are some indicators to measure employee performance are: (1) Quality of Work; (2) Quantity; (3) Punctuality; (4) Effectiveness; and (5) Independence.

Organizational performance is also related to: First, aspects of input or resources, such as (1) employees (HR); (2) budget; (3) facilities and infrastructure; (4) information; and (5) organizational culture. The second relates to the management process, such as (1) planning; (2) organizing; (3) implementation; (4) budgeting; (5) supervision; and (6) evaluation. In addition to these internal factors, it is also necessary to concern with the external environment aspects that directly or indirectly affect performance, such as political, economic, socio-cultural, and technological conditions, as well as parties related to the provision of inputs, such as taxpayers, policy-makers, and so on. Each of the above aspects has the same potential to appear as the dominant factor that affects organizational performance, both positively and negatively.

2.3. HR performance

Bacal (2002) stated that "in this sense, performance is the level of contribution that an employee makes to the objectives of his work or work unit and company/organization as a result of his behavior and the application of his skills, abilities, and knowledge". Rivai (2014) stated that "performance is a tangible behavior that everyone displays as a work achievement produced by an employee according to his role in the organization". According to Edison (2016), performance is the process result that refers to and is measured over a period of time based on predetermined terms or agreements. Setyowati, I., & Haryani (2016) stated that the term performance of job performance (work performance or real achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is a reflection of abilities and skills in certain jobs that will have an impact on the rewards of the company.

According to Sutrisno (2016), performance is the success of a task in carrying out a task, the result of work that can be achieved by a person or group of people in an organization based on their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the duties that have been charged to him as well as the quantity, quality, and time used in carrying out tasks. Based on some of the understandings above, it can be concluded that performance is the result obtained by a person in carrying out his work within a certain time in accordance with the responsibilities that have been given by an organization.

Factors that affect employee performance according to Sutrisno (2016) are as follows:

a. Effectiveness and Efficiency

In relation to organizational performance, the measure of good and bad performance is measured by effectiveness and efficiency. The problem is how the process of occurrence of the efficiency and effectiveness of the organization. It is stated to be effective when achieving the goal and it is stated to be efficient when it is satisfactory as a driver of achieving the goal.

b. Authority and Responsibility

In a good organization, authority and responsibility have been well delegated without any overlapping tasks. Each employee in the organization knows what his rights are and his responsibilities in order to achieve the goals of the organization. Clarity of authority and responsibility of each person in an organization will support the performance of such an employee.

c. Discipline

Discipline commonly indicates a condition or attitude of respect that exists in employees towards company rules and regulations. Employee discipline issues that exist in the organization, both superiors and subordinates, will provide a

pattern for organizational performance. Organizational performance will be achieved if individual and group performance is improved.

d. Initiatives

A person's initiative has to do with thinking power, creativity in the form of ideas for planning something related to the goals of the organization. In other words, the initiative of existing employees in the organization is the driving force of progress that will ultimately affect its performance.

3. Methods

The analysis in this study is through a literature review study related to the problem of the performance of human resources by the police organizations in dealing with crimes occurs in Indonesia nowadays. The analysis of the performance of police organizations in dealing with the problem of crime/criminality was studied from various literature and the results of previous studies compiled from various surveys. Literature reviews were conducted from various points of view; theory and journal to study the determinants and factors of public services provided by the Indonesian National Police through Law Number 2 of 2002 which regulates the Main Duties and Functions of the Police in maintaining public security and order, law enforcement, protection, and services to the community. The study of the results of data analysis was obtained from the World Internal Security and Police Index (WISPI) conducted by the International Police Science Association (IPSA) to determine the assessment carried out by the international world on Indonesia in overcoming the problem of crime/criminality that occurs nowadays. In addition, data from the Police HR Bureau and the Police Professional and Security Division (Div Propam) obtained by researchers is one of the information used in analyzing the performance of police organization human resources in handling crimes/crimes that occur in Indonesia.

4. Result and Discussions

The National Police of the Republic of Indonesia (Polri) is a state tool that plays a role in maintaining public security and order, enforcing the law and providing protection, and providing services to the community in the context of maintaining domestic security. As one of the government institutions that has an important role in a country, where the life and order of society are largely determined by structural or institutional factors besides the other factors, the National Police must be able to adapt with the environmental changes that have occurred so far and that can no longer be limited by a certain space and period of time in the future. A very real change can be seen in the community environment where there are efforts towards the realization of civil society which is believed to be a paradigm of the Indonesian state by raising the high level of the rules of law, morals and ethics, democratization, human rights, as well as transparency and justice. Something that still has not shown an improvement in the effectiveness of HR performance within the National Police Organization from the assessment at the current global or national level is because there are still many violations committed by police members in the community today which can be seen in the following discussion.

4.1. Effectiveness of Human Resource Performance by Police Organizations at the International Level

In a universal measure, polri is a large and complex organization. According to Djamin (2011), polri is a large and complex organization both in terms of many main tasks and duties from the area of its responsibility, the number of personnel it manages, the point of view of its budget/finance, and equipment as well as the state of the national, regional, and global environment. In carrying out its main duties and functions, the National Police handles social problems. According to Suparlan (2008), the handling of social problems for the National Police includes 2 (two) main problem units, namely 1) the Polri Organization and its Management and 2) Management of social handling by the Police. Therefore, the National Police should be positioned in an independent position in structuring its system because it has a very important role related to its main duties and broad authority. If the independence of the Polri's position in structuring the system is wrong, then the Polri can be transformed into a super power institution because its duties and authorities will be very broad.

Iskandar (2018) stated that the discrepancy in positioning the police institution in the constitution of the Indonesian nation will create problems for the police agency in carrying out its duties and authorities as a State police. The problems could arise if there is an improper system arrangement in the National Police with its broad duties and authorities will result in a poor image of the police in the community which has an impact on the low World Internal

Security and Police Index (WISPI) in the eyes of the international world today. The World Internal Security & Police Index (WISPI) consists of many indicators and various qualitative and quantitative data intended to rank countries according to domestic security status.

The index also measures the ability of police institutions around the world to provide effective security services and measures public confidence in those services, the degree of fear of evil, crime victim rate, and other indicators of police operations and activities. A report from the World Internal Security & Police Index (WISPI) was issued by the Institute for Economics and Peace (IEP) and the International Police Science Association (IPSA) to produce an independent index assessment. More details information can be seen in Figure 2.

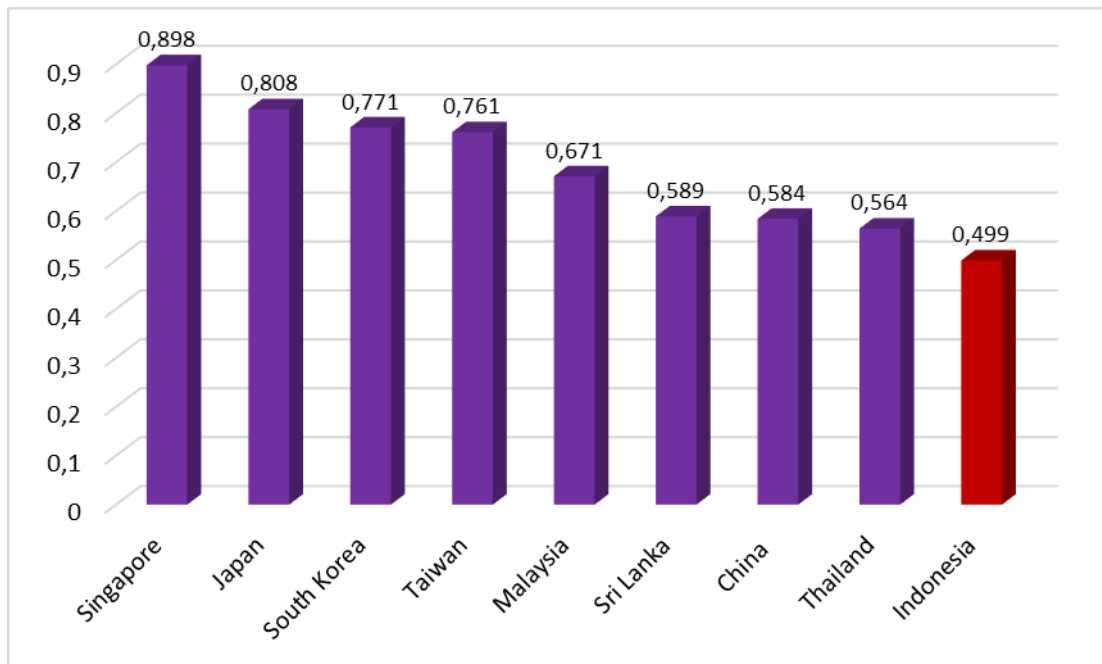


Figure 2. World Internal Security and Police Index
(Source : WISPI Report, 2018)

Based on the World Internal Security and Police Index (WISPI) in 2017, the index assessment given by the international world to Indonesia is still low compared to several countries in the Asian region, such as Singapore, Japan, South Korea, Taiwan, Malaysia, Sri Lanka, China, and Thailand, even with 3 (three) neighboring countries close to Indonesia, namely Singapore with its index gain of 0,898, Malaysia 0,671, and Thailand 0,564. Indonesia is still below the three countries with an index valuation of 0,499. The results are based on an organizational performance assessment conducted by the International Police Science Association (IPSA) which assesses that the Process and Legitimacy indicators produced by Police Members in Indonesia are still low rather than some countries in the Asian region today as shown in Figures 3 and 4.

Based on Figure 3, it can be seen that the Process Police Index is an indicator to measure how effective human resources perform in a country's police institution in carrying out their duties. The data shows that the IPSA assessment for Indonesia is still low. The index used to measure the effectiveness of Indonesia's current police institutions in carrying out their duties is 0.221. The effectiveness index provided by the IPSA is the lowest when compared to Singapore (0.829), Japan (0.741), South Korea (0.665), Taiwan (0.634), Malaysia (0.54), China (0.481), Thailand (0.412), Sri Lanka (0.389), and Vietnam (0.353). The similar case is also seen in the Legitimacy Police Index as can be seen in the Figure 4.

Based on Figure 4, it can be seen that the Legitimacy Police Index is an indicator to measure the functioning of a country's police institution in the eyes of the state and society. IPSA assesses that the Indonesian Police Institution has not been able to function optimally. Otherwise, the people assessment within the country sees that currently the human resources performance of the National Police Organization has not been able to provide public satisfaction and cause a bad image of the police in the current society which is caused by the low disciplinary factor of police

members in carrying out their duties in a society that commits many violations. It can be seen in the following description discussion.

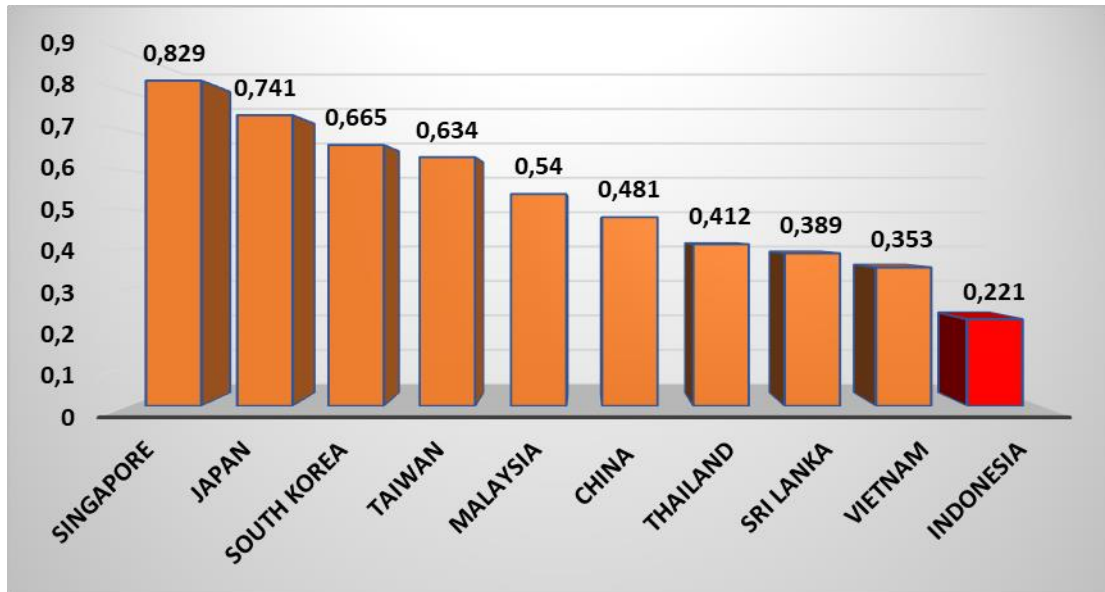


Figure 3. Process Police Index
(Source: WISPI Report, 2018)

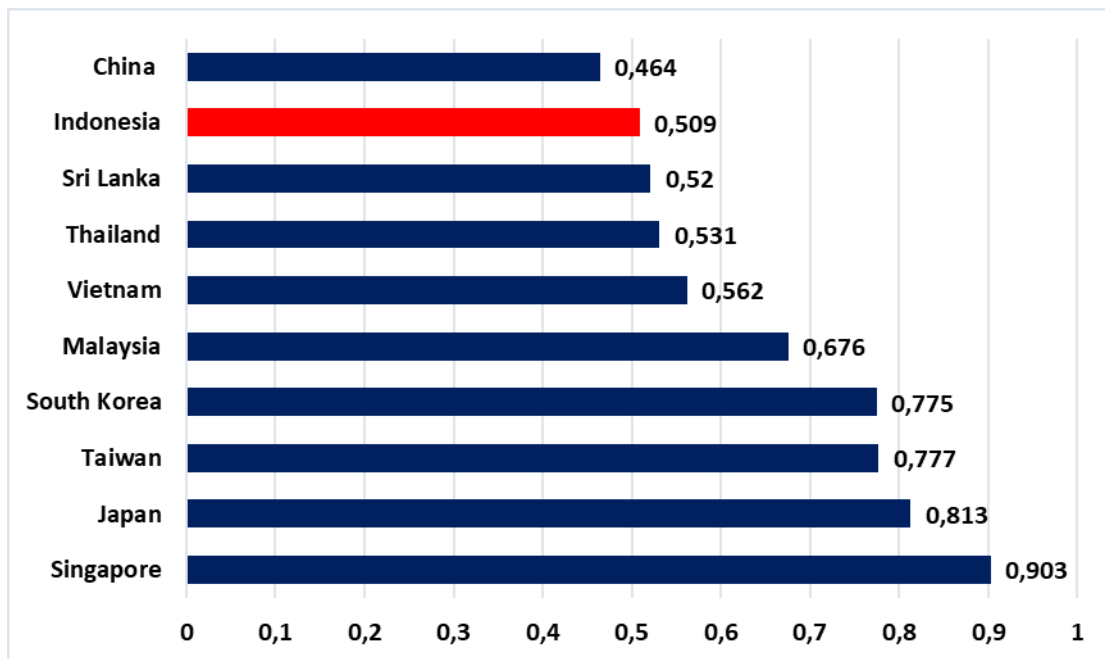


Figure 4.3 Legitimacy Police Index
(Source: WISPI, 2018)

4.2. Effectiveness of Human Resource Performance by Police Organizations at the National Level

Strengthening and improving the performance of Human Resources that has been carried out by the National Police Organization until now has not provided optimal results. This can be seen from a survey conducted by the Indonesian Public Opinion Discussion and Study Group in 2021, which stated that the level of public trust in the National Police is still lower than other law enforcement agencies.

The survey results were conducted online by the Indonesian Public Opinion Discussion and Study Group on 22-30 July 2021. The survey was conducted on 1,047 respondents in 34 Indonesian provinces, which showed that the level of public trust in the National Police was only 66.3%. The percentage is the lowest compared to other law enforcement agencies. The Corruption Eradication Commission (KPK) still has the highest trust at 76.2%, while the Court and the Attorney General's Office have the same level of trust, which is 73.7%. More details information can be seen in Figure 5.

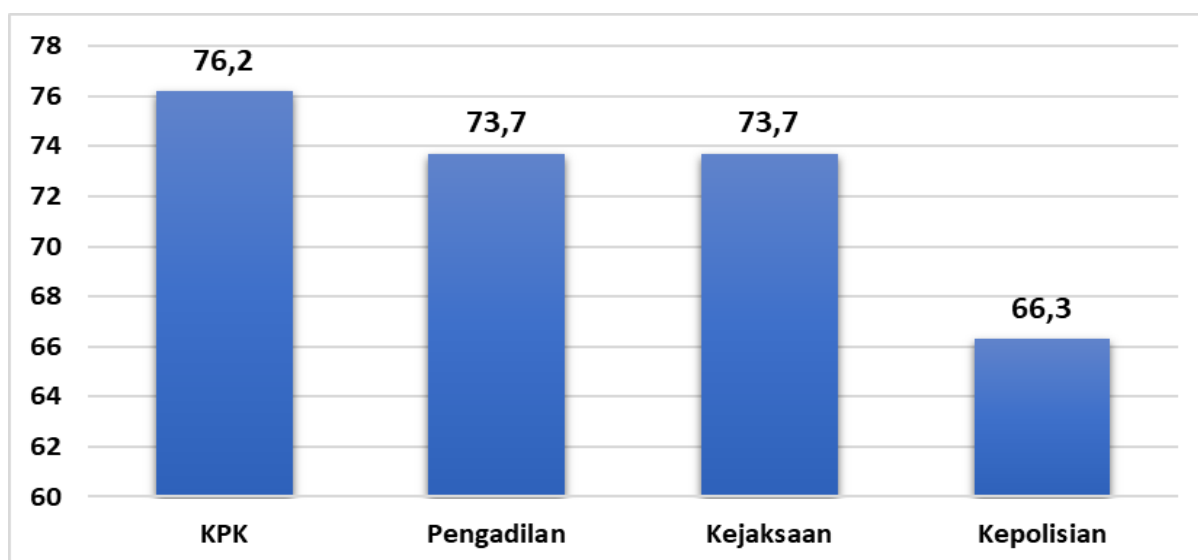


Figure 4.4 Level of Public Trust in Indonesian Law Enforcement Agencies

Source : Indonesian Public Opinion Discussion and Study Group, 2021

The low level of public trust in the National Police, one of which is caused by the many disciplinary violations committed by Polri personnel in the community. During the period from 2018 to 2021, disciplinary violations of Police personnel always increased every year with a total of 8,760 disciplinary violations. The highest increase in disciplinary violations was presented in 2020 of 3,304 disciplinary violations with a percentage of 37.7%, an increase of 9.1% from the previous year. Meanwhile, in 2018, disciplinary violations committed by Police personnel reached 2,417 disciplinary violations with a percentage of 27.6%, which then again showed an increase in 2019 with the number of disciplinary violations as many as 2,503 or 28.6%. In 2021, the Police Headquarters Propam Division has recorded 536 disciplinary violations of Polri personnel and the percentage of which has reached 6.1% of disciplinary violation cases. As for more details, it can be seen in Figure 6.

There are still many problems that occur in strengthening and improving the effectiveness of Human Resources performance within the Polri Organization as evidenced by the low level of public trust and the increase in disciplinary violations every year by Polri personnel. In 2021, this condition results in a high level of crime in Indonesia as can be seen in Figure 7.

Based on Figure 7, it can be seen that there are three different colors, namely red, yellow, and green to group the number of crimes and crimes that occur in Indonesia. Where as is known that the red color is the number of provinces in Indonesia that have a high crime rate with a number of more than 2000 crimes. The highest crimes are in the provinces of East Java (4.768), North Sumatra (4.371), West Java (2.892), DKI Jakarta (2.812), Central Java (2.777), and South Sulawesi (2.585). Meanwhile, yellow is an area of the province where the number of crimes is below 2.000 incidents, and green is an area with crimes below 1.000 incidents.

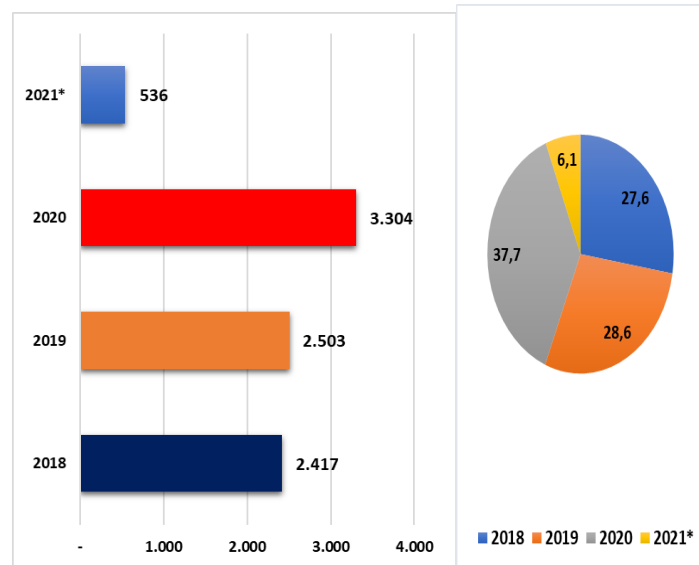


Figure 4.5 Number of Disciplinary Violations of Police Members
Source : Division Propam Mabes Polri, 2021

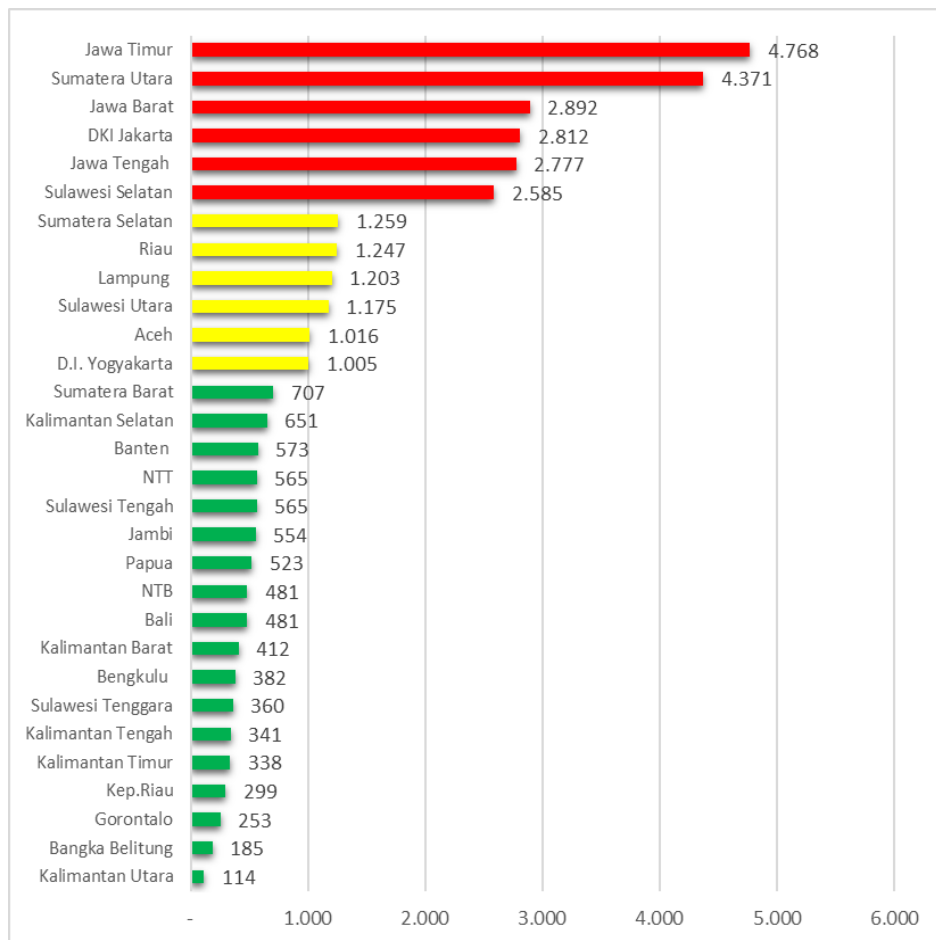


Figure 4.6 Number of Crimes in Indonesia 2021
Source: Mabes Polri, 2022

5. Conclusions

In 2021 the total number of crimes that occur in all provinces in Indonesia is still high, with the number reaching 34.894 crimes. These conditions currently are the Effectiveness of the Human Resources Performance by the Police Organization in Reducing the Level of Crime in Indonesia that has not been able to carry out optimally. This condition is not in accordance with the mandate in Law Number 2 of 2002, which regulates the Main Duties and Functions of the Police to be able to provide and maintain security and order, law enforcement, protection, and services in the community.

Because there are still many disciplinary violations committed by police members, this has an impact on the poor image of the police and the ineffectiveness of the human resources performance of the Police Organization in reducing crimes that occur in the community. In order to improve the human resources performance of the National Police Organization and restore the bad image in the community, several recommendations can be made:

- a) Provide detailed directions to members before carrying out work tasks per SOPs and guidelines.
- b) Avoid arrogance and behavior that hurt people's hearts. Put forward a humanist nature, polite ethics, and a soft but firm speech when needed.
- c) Apply the habit of doing good starting from the smallest thing continuously so that it can change the organizational culture and become the National Police that the community expects.
- d) Prioritize a dialogue approach, use police force according to its stages and the use of repressive force is a last resort.
- e) Do research in their respective regions by collaborating with academics to find out what the local community wants to create a sense of security and comfort.
- f) The slightest problem complained by the community must be faced with quickly and professionally, especially those complained by small communities.
- g) Continue to develop and optimize various technology-based police services.
- h) Make it easier for people to get police services, don't make it difficult.

Based on the eight recommendations given above, these can be a manifestation of the transformation priority program in the PRECISE POLRI policy (Predictive, fair responsibility and transparency) consists of organizational, operational, public service, and supervisory transformations. The words responsibility and transparency of justice accompany the predictive policing approach emphasized so that every *Bhayangkara* person is able to carry out the duties of the National Police quickly and precisely, responsively, humanistically, transparently, responsibly, and reasonably.

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