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Analysis of Community Participation through Waste Bank-Based Waste Management Using a Participatory Approach in Serang City

Analisis Partisipasi Masyarakat melalui Pengelolaan Sampah Berbasis Bank Sampah dalam Pendekatan Partisipatif di Kota Serang

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Abstract

Along with the increasing population and changes in people's increasingly consumptive lifestyles, the volume of waste produced every day is increasing. The pile of waste throughout Indonesia in 2023 that is well managed is 24,266,750.68 tons/year, while waste that is not well managed is 15,850,104.69 tons/year. Banten Province is ranked fifth as the largest waste producer in Indonesia. As much as 2.6 tons/year are produced from 7 districts/cities in the region. This indicates that low public awareness of environmental cleanliness is one of the main factors causing waste accumulation. However, steps are needed to overcome the low public awareness of environmental cleanliness as the cause of this waste accumulation. The method used in this study is a literature study. Data collection through related references, ending with reading in detail and recording relevant materials to support the research analysis. This data was analyzed using a participatory approach, which aims to identify community participation, challenges faced, and the impact of policies on improving the quality of waste banks. The Waste Bank Program is an effort to reduce waste accumulation by providing incentives to the community. The Waste Bank functions not only to accommodate waste, but also to manage waste according to the needs of the community.

Keywords: Community Participation, Participatory Approach, Serang, Waste Bank, Waste Management

Abstrak

Seiring pertumbuhan jumlah penduduk dan perubahan gaya hidup masyarakat yang lebih konsumtif, volume sampah yang dihasilkan setiap hari semakin banyak. Timbunan sampah seluruh Indonesia tahun 2023 yang terkelola dengan baik, yaitu 24.266.750,68 ton/tahun sedangkan sampah yang tidak terkelola dengan baik, yaitu 15.850.104,69 ton/tahun. Provinsi Banten menempati posisi kelima penghasil sampah terbesar di Indonesia. Sebanyak 2,6 ton/tahun yang dihasilkan dari 7 Kabupaten/Kota di wilayah tersebut. Ini menandakan bahwa rendahnya kesadaran masyarakat mengenai kebersihan lingkungan menjadi salah satu faktor utama yang menyebabkan penumpukan sampah. Namun bagaimana langkah yang harus digunakan dalam mengatasi rendahnya kesadaran masyarakat mengenai kebersihan lingkungan penyebab penumpukan sampah ini. Metode yang digunakan dalam penelitian ini yaitu studi pustaka. Pengumpulan data melalui referensi terkait, diakhiri dengan membaca secara rinci dan mencatat bahan-bahan yang relevan untuk mendukung analisis penelitian. Data ini dianalisis dengan pendekatan analisis partisipatif, yang bertujuan untuk mengidentifikasi partisipasi masyarakat, tantangan yang dihadapi, serta dampak kebijakan terhadap peningkatan kualitas bank sampah. Program

Bank Sampah merupakan sebuah upaya pengurangan tumpukan sampah dengan melakukan pemberian insentif kepada masyarakat. Bank Sampah berfungsi bukan hanya untuk menampung sampah, tetapi juga untuk mengelola sampah sesuai dengan kebutuhan masyarakat.

Kata Kunci: Bank Sampah, Partisipasi Masyarakat, Pendekatan Partisipatif, Pengelolaan Sampah, Serang.

INTRODUCTION

Along with population growth and changes in people's increasingly consumptive lifestyles, the volume of waste produced daily continues to increase. Consumer consumption patterns have become one of the driving factors for the increase in waste volume generated. The proliferation of shopping centers, culinary establishments, and other facilities has led to a rapid increase in single-use packaging, ultimately resulting in waste accumulation. Naturally, there is actually no concept of waste, but rather only products produced during or after a process takes place. However, waste is generally defined as residual material or goods that are no longer needed by humans, both on an individual and household scale. This is what subsequently causes humans or society to become waste generators or producers (Raharjo et al., 2017).

The increase in waste volume is influenced by consumption patterns that tend to prioritize speed and convenience. The demand for fast food and packaged products is increasingly high, which impacts the growing amount of waste generated. Unfortunately, these changes in consumption patterns and lifestyles are not accompanied by increased awareness of the importance of responsibility for the waste generated. Waste accumulation due to consumptive lifestyles has become an unavoidable part of daily life. If this problem is not addressed seriously, the volume of accumulated waste could continue to increase (Pretty, 1995).

The waste problem remains a crucial issue that requires serious attention to this day, including in Indonesia. The presence of waste not only potentially causes environmental pollution but can also have widespread negative impacts on health, quality of life, and other aspects of society (Hoornweg & Bhada-Tata, 2012). Improperly managed waste can contaminate air, soil, and water, which will subsequently affect ecosystems and the sustainability of natural resources. The National Waste Management Information System (SIPSN) states that Indonesia's waste volume continues to increase significantly, showing that every year there is a significant increase in waste volume over a three-year period. In 2023, the amount of well-managed waste was 24,266,750.68 tons/year, while poorly managed waste was 15,850,104.69 tons/year (Abdulnabi Ali et al., 2023).

To address the endless waste management issues, the government regulates this through Law Number 18 of 2008 concerning Waste Management. This law states that waste management is a shared responsibility. This means that all parties, including government, private sector, and society, must play an active role in waste management efforts. The government cannot work alone without support from all elements of society. Therefore, waste management requires active participation from individuals and community groups, in addition to the government's role as a facilitator (Rimantho et al., 2022).

Banten Province is one of the fifth-largest waste contributors in 2022. The National Waste Management Information System (SIPSN) states that Banten Province generates 7.19 thousand tons of waste daily, so the waste generation volume reaches 2.62 million tons by the end of 2022. The main cause of waste generation is dominated by household waste. This indicates that low public awareness of environmental cleanliness is one of the main factors causing waste accumulation (Saputra et al., 2022).

The importance of participation in waste management lies in the active involvement of the community in various activities carried out. With good waste management and community participation,



the amount of waste that continues to increase daily can be significantly reduced (Saputra et al., 2022). Serang City, as the capital of Banten Province, continues to make various efforts to manage waste, one of which is through the waste bank program. This waste bank program has been regulated in the Minister of Environment and Forestry Regulation Number 14 of 2021 concerning Waste Management in Waste Banks. This program is based on the 3R principles: Reduce, Reuse, and Recycle (Kuseno & Waseh, 2024).

Based on research by Nisa et al (2024), the lack of community participation is also due to people preferring to use Environmental Cleanliness Operational Unit (SOKLI) services. The limited time available for waste sorting becomes the main reason why efforts to reduce the volume of waste entering Final Disposal Sites (TPA) are less effective. When communities use SOKLI services, the waste generated is not sorted first, so it has no economic value and is directly transported by SOKLI to be disposed of at Final Disposal Sites (TPA). This shows that without adequate participation from the community in waste bank programs, efforts to reduce the volume of waste entering Final Disposal Sites (TPA) become less optimal (Hapuarachchi, 2024).

METHODS

This study employed a qualitative literature review methodology to analyze community participation in waste bank-based waste management in Serang City. The research approach was designed to provide comprehensive insights into the effectiveness of participatory approaches in addressing waste management challenges within the urban context of Serang City, Banten Province, Indonesia. The data collection process followed Zed (He et al., 2024) systematic framework for literature studies, which emphasizes rigorous and structured examination of existing knowledge. The research began with the preparation of necessary research tools and instruments to facilitate effective data gathering and analysis. This initial stage was followed by the compilation of a comprehensive working bibliography, which served as a guide throughout the reference collection process. The bibliography included diverse sources such as academic journals, government publications, environmental agency reports, and policy documents specifically related to waste bank management systems. Effective time management strategies were implemented to ensure that each phase of the research could be completed optimally and within the established timeline. The final stage involved critical reading and systematic documentation of relevant materials that directly supported the research objectives and analytical framework.

The scope of this investigation focused specifically on the Waste Bank Program operating in Serang City. All data utilized in this research were secondary in nature, obtained exclusively from existing literature on waste bank management and community participation in environmental programs. The collected data were analyzed using a participatory analysis approach, which was deliberately chosen to align with the study's focus on community involvement in waste management initiatives. This analytical framework was designed to identify and examine three key dimensions: patterns and levels of community participation in waste bank activities, operational and institutional challenges encountered during program implementation, and the impact of existing policies and regulations on improving the quality, effectiveness, and sustainability of waste bank operations in Serang City.

RESULTS AND DISCUSSION

Results

This study examines community participation in waste bank-based waste management in Serang City through a participatory approach. The findings are organized into two main dimensions: community participation in implementation and community participation in decision-making processes. The results



reveal both the achievements and challenges faced in fostering sustainable community engagement in waste management initiatives.

Community Participation in Implementation

Harold D. Lasswell in Winarno (2012) states that participatory approaches often result in increased citizen involvement that impacts increased inter-group disputes regarding programs and procedures. This frequently causes unnecessary delays in the policy formulation and implementation process, which ultimately leads to significantly increased costs for policy-making and implementation. Additionally, interests that are dissatisfied with policy outcomes tend to attempt to undermine these programs through litigation channels or seek parliamentary protection. Low public awareness of waste sorting has become one of the main challenges in several areas of Serang City. One important step in waste management is waste sorting, but the community still does not sort waste properly and not many people are willing to do it. This is because most of the community still applies the "collect-transport-dispose" paradigm.

Based on research conducted by Nurikah & Fuqron (2022), the presence of Lestari 25 Waste Bank in Serang City represents progress toward a cleaner and healthier environmental change. However, the management of Lestari 25 Waste Bank still does not have a waste awareness movement for the wider community. This means that to increase community participation in waste management, collective awareness is needed to activate the role of waste banks in society. Kuseno & Waseh (2024) also stated in their research that currently, Serang City Digital Waste Bank only has 12 personnel consisting of 7 administrators and 5 waste collection and weighing officers. Meanwhile, the waste transportation facilities owned consist of only 2 pickup trucks and 1 three-wheeled vehicle. This condition is clearly not proportional to the number of distribution points of Serang City Digital Waste Bank which reaches 200 unit points with customers reaching 4,012 people.

The role of waste bank managers and the community as customers since the beginning of the waste management program is very important. The community can become motivators for their peers who have not yet participated. For example, in research by Manik et al (2024) at the Gemuruh District, Bandung City, community members who are enthusiastic about counseling and selling products from waste management can motivate others. Training and workshops on waste sorting techniques, organic waste processing, and how to use waste banks effectively will help improve residents' understanding and skills in managing their waste. Waste banks provide a platform for communities to actively participate in waste management. However, as Lasswell suggested, this participatory approach must also be managed well to avoid potential conflicts and unnecessary delays in program implementation.

Table 1. Waste Banks in Serang City

Location	Active Waste Banks	Inactive Waste Banks
Lontar Baru	Bank Sampah Alam Lestari	Bank Sampah Go Green
Cikultur Jelawe	Bank Sampah CIJE GREEN	Bank Sampah Remaja RSS Pemda
Perumnas Ciracas	Bank Sampah CIS Hijau	Bank Sampah Labu
KSB Complex	Bank Sampah Berseri	Bank Sampah Agus
Kaliwadas Environment RT 01/06, Lopang District	Bank Sampah Karya Lestari 1	Bank Sampah Barokah Karundang
Kaliwadas Village RT 03/02, Lopang District	Bank Sampah Karya Lestari 2	Bank Sampah Andalan
Kaliwadas Environment RT 02/04, Lopang District	Bank Sampah Karya Lestari 3	Bank Sampah Sejahtera

Location	Active Waste Banks	Inactive Waste Banks
RSS Pemda Complex, Cipocok	Bank Sampah Barokah	Bank Sampah Nusa Indah
Puri Serang Hijau Complex, Cipocok	Bank Sampah ANISA	Bank Sampah Janur
Perempatan Village RT 01/01, Curug District	Bank Sampah Nusa Indah	Bank Sampah Karya Lestari

Source: Environment Agency, 2024.

Based on data from the Environmental Agency in 2023 cited in research by Nisa et al (2024), it is known that in Serang City there are several waste banks, but 10 of them are inactive. This condition shows that waste management efforts through waste banks have not fully run as expected. These inactive waste banks certainly become a challenge in creating an effective and sustainable waste management system.

Community Participation in Decision Making

Harold D. Lasswell in Winarno (2012) states that participatory approaches enable open acceptance of opinions from a large number of citizens who have concerns. This approach provides space for the community to express their views, which will then be accommodated by policy makers. The purpose of community participation is to accelerate the contribution of individuals, interest groups, and agency officials in policy making and redesign.

Community participation in Serang City plays a very important role in waste management. Effective waste management requires serious attention in an integrated management system. One important aspect of waste management is active community participation in various stages of development. According to Yandri et al (2023), community participation is divided into four stages: (1) participation in planning, (2) participation in implementation, (3) participation in utilizing development results, and (4) participation in supervision and monitoring. The community must be involved in the entire development process, especially if there are relevant supporting factors, such as needs, expectations, motivation, as well as support for facilities and infrastructure, moral encouragement, solidarity, and the existence of institutions, both formal and informal, that facilitate such participation (Kalra, 2019).

In the context of waste management, community participation has a very important role in addressing waste problems in urban and rural areas, which are becoming increasingly complex as the number of residents and settlements increases. One approach that can be implemented is through providing incentives to the community to support waste reduction efforts, one of which can be done through the Waste Bank program. Waste Banks function not only to accommodate waste, but also to manage waste according to community needs. For example, organic waste from households such as vegetable scraps can be collected to be made into compost, while inorganic waste such as tire rubber, plastic bottles, cans, and paper can be sorted and recycled into new products, such as handicrafts (Leknoi et al., 2024).

Discussion

The analysis of community participation through waste bank-based waste management in Serang City reveals several critical findings that highlight both the potential and challenges of participatory approaches in environmental management. The research demonstrates that while waste banks serve as an innovative solution to waste management problems, their effectiveness heavily depends on sustained community engagement and proper institutional support.



The participatory approach, as conceptualized by Lasswell, presents both opportunities and challenges in the context of waste management. While it enables broader citizen involvement and input collection for better policy decisions, it also introduces complexity in implementation. The case of Serang City illustrates this dynamic, where community participation varies significantly across different waste bank locations. The success stories, such as those documented by Budiarto et al (2025), demonstrate how enthusiastic community members can serve as catalysts for broader participation through peer motivation and education.

However, the data reveals significant operational challenges. The stark disparity between the number of service points (200 units) and available personnel (12 people) and transportation facilities (3 vehicles) indicates a critical resource allocation problem that undermines the program's effectiveness (Fatmawati et al., 2022). This imbalance not only affects service quality but also potentially discourages community participation due to inadequate service delivery.

The preference for SOKLI services over waste bank participation, as identified by (Rachman et al., 2021), reflects a fundamental behavioral challenge. The "collect-transport-dispose" paradigm remains deeply ingrained in community practices, highlighting the need for comprehensive behavioral change strategies. The inactive status of 10 out of the documented waste banks further underscores sustainability concerns. This high failure rate indicates that initial establishment without adequate long-term planning and community engagement strategies may lead to program abandonment. The participatory approach requires continuous nurturing and adaptation to local contexts to maintain viability (Ramadhani et al., 2024). The research also highlights the multifaceted nature of community participation in waste management. Beyond simple waste collection, successful programs involve communities in planning, implementation, utilization of results, and monitoring processes. This comprehensive participation model aligns with the 3R principles (Reduce, Reuse, Recycle) and creates multiple touchpoints for community engagement, potentially leading to more sustainable outcomes (Kurniawan et al., 2021).

CONCLUSION

Conclusion

One approach that can be implemented is through providing incentives to communities to support waste reduction efforts, which can be accomplished through the Waste Bank program. Waste Banks function not only to accommodate waste but also to manage waste according to community needs. For example, organic waste from households such as vegetable scraps can be collected to be made into compost, while inorganic waste such as tire rubber, plastic bottles, cans, and paper can be sorted and recycled into new products, such as handicrafts.

The analysis of community participation through waste bank-based waste management in Serang City reveals that Waste Banks play a crucial role beyond their financial aspects, transforming the waste management paradigm from merely a place to dispose of used goods into a means of providing economic benefits to surrounding communities. Furthermore, these activities remain aligned with the main objective of maintaining environmental cleanliness, thereby creating a healthier and more sustainable environment for the community. The research demonstrates that effective waste management requires active participation from both individuals and community groups. However, challenges persist in achieving optimal community engagement, as evidenced by the inactive status of several waste banks and the community's preference for conventional waste collection services. The success of waste bank programs heavily depends on sustained community education, adequate institutional support, and the integration of economic incentives with environmental awareness initiatives.

The participatory approach in waste management, while presenting implementation challenges such as potential conflicts and coordination complexities, offers significant potential for creating



sustainable waste management solutions when properly managed. The transformation of waste from a disposal problem to an economic opportunity represents a fundamental paradigm shift that requires continuous effort and comprehensive community engagement strategies.

Recommendation

Waste management requires active participation from both individuals and community groups. Therefore, communities need to be strictly prohibited from disposing of waste into rivers and locations that should not be used for waste disposal. In addition, waste management requires aspects of community participation, namely by conducting source waste sorting, processing waste using the 3R concept (Reuse, Reduce, and Recycle), being obligated to pay waste retribution, complying with established waste disposal regulations, participating in maintaining the cleanliness of their surrounding environment, and actively participating in waste management socialization in their environment.

Given the low public awareness regarding the importance of waste sorting, more intensive educational efforts are needed, such as training and workshops on sorting techniques and waste management, especially at the community level. This can be done by involving active roles from Waste Bank managers and communities who already understand the importance of proper waste management.

To address the operational challenges identified in this study, the following specific recommendations are proposed: First, increase human resources and transportation facilities proportional to the number of service points to ensure adequate service delivery. Second, develop comprehensive community education programs that address both environmental awareness and practical waste management skills. Third, establish monitoring and evaluation systems to prevent waste bank inactivity and ensure program sustainability. Fourth, create policy frameworks that integrate waste bank programs with existing waste collection services to provide communities with flexible options while promoting participation in sustainable waste management practices.

Finally, foster partnerships between government agencies, educational institutions, private sector entities, and community organizations to create a comprehensive support system for waste bank operations and ensure long-term program viability.

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Analysis of the Influence of Education Standardization and Age on Regional Head Candidates

Analisis Pengaruh Standarisasi Pendidikan dan Usia terhadap Calon Kepala Daerah

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Abstract

This study aims to analyze the influence of education standardization and age on the quality of leadership of regional head candidates in Indonesia. Democracy gives the people the right to choose their leaders, including regional heads. Therefore, the election of quality regional heads is the main key to realizing good governance and effective regional development. This study uses multiple linear regression methods to analyze the relationship between education standardization (X1) and age (X2) on the leadership performance of regional head candidates (Y). Data was collected through questionnaires distributed to 42 respondents and literature studies from various sources. Validity test results showed that 10 out of 12 questionnaire items were valid, while reliability testing yielded a Cronbach's Alpha value of 0.736, indicating high reliability. The results indicate that there is no significant influence of education (X1) on the leadership performance of regional head candidates with a significance value of $0.993 > 0.05$. However, the age variable (X2) has a significant influence on the leadership performance of regional head candidates with a significance value of $0.000 < 0.05$. Simultaneously, both variables together have a significant effect on the qualifications of regional head candidates with an F value of 9.644 and significance of $0.000 < 0.05$.

Keywords: Educational Standardization, Age, Regional Head Candidates, Leadership, Multiple Linear Regression.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh standarisasi pendidikan dan usia terhadap kualitas kepemimpinan calon kepala daerah di Indonesia. Demokrasi memberikan hak kepada rakyat untuk memilih pemimpinnya, termasuk kepala daerah. Oleh karena itu, pemilihan kepala daerah yang berkualitas menjadi kunci utama dalam mewujudkan good governance dan pembangunan daerah yang efektif. Penelitian ini menggunakan metode regresi linier berganda untuk menganalisis hubungan antara standarisasi pendidikan (X1) dan usia (X2) terhadap kinerja kepemimpinan calon kepala daerah (Y). Data dikumpulkan melalui kuesioner yang disebarakan kepada 42 responden dan studi pustaka dari berbagai sumber. Hasil uji validitas menunjukkan 10 dari 12 item kuesioner valid, sedangkan uji reliabilitas menghasilkan nilai Cronbach's Alpha sebesar 0,736 yang menunjukkan reliabilitas tinggi. Hasil penelitian menunjukkan bahwa tidak ada pengaruh signifikan dari pendidikan (X1) terhadap kinerja kepemimpinan calon kepala daerah dengan nilai signifikansi $0,993 > 0,05$. Namun, variabel usia (X2) memiliki pengaruh signifikan terhadap kinerja kepemimpinan calon kepala daerah dengan nilai

signifikansi $0,000 < 0,05$. Secara simultan, kedua variabel bersama-sama berpengaruh signifikan terhadap kualifikasi calon kepala daerah dengan nilai F hitung 9,644 dan signifikansi $0,000 < 0,05$.

Kata Kunci: Standarisasi Pendidikan, Usia, Calon Kepala Daerah, Kepemimpinan, Regresi Linear Berganda.

INTRODUCTION

Democracy in Indonesia grants citizens the fundamental right to choose their leaders, including regional heads through direct elections. This democratic mechanism, established following the reformation era in 1998, represents a significant shift from the centralized governance system of the New Order period (Maulana et al., 2022). The implementation of regional autonomy through Law Number 32 of 2004, subsequently revised by Law Number 23 of 2014, marked a new chapter in Indonesian governance by transferring substantial authority and responsibility to local governments (Purwanto & Kumorotomo, 2005).

The selection of quality regional heads serves as a cornerstone for realizing good governance and effective regional development (Idrus et al., 2019). Direct regional head elections (Pemilihan Kepala Daerah/Pilkada) provide citizens with the opportunity to actively participate in determining their local leadership, thereby strengthening democratic accountability at the grassroots level (Rahmatunnisa, 2017). This participatory process is fundamental to ensuring that elected leaders genuinely represent the aspirations and interests of their constituents while possessing the necessary capabilities to translate electoral promises into tangible development outcomes.

According to Law Number 10 of 2016 concerning Regional Head Elections (Pilkada), regional head candidates must fulfill several requirements, including a minimum education level of bachelor's degree (S1) and a minimum age of 30 years (Azis, 2023). These statutory requirements reflect the legislature's attempt to establish baseline qualifications that theoretically ensure candidates possess adequate intellectual capacity and life experience to manage complex governmental responsibilities. The educational requirement was introduced with the premise that higher education develops critical thinking skills, analytical capabilities, and exposure to theoretical frameworks necessary for effective policy formulation and implementation (Azis, 2023).

The age requirement of 30 years was established based on assumptions about psychological maturity, professional experience accumulation, and social capital development that typically accompany the aging process (Azis, 2023). This threshold aims to ensure that candidates have had sufficient time to develop leadership competencies through various life experiences, professional endeavors, and community engagement activities. Additionally, the regulation stipulates other requirements including administrative completeness, health certification, and absence of criminal records, creating a multidimensional screening mechanism for potential leaders.

However, these standardization requirements have generated considerable debate among scholars, practitioners, and civil society organizations. Critics argue that rigid educational and age criteria may inadvertently exclude potentially capable leaders who possess relevant experience and competencies but lack formal credentials (Rahmatunnisa, 2017). Furthermore, questions arise regarding whether these standardized requirements effectively predict leadership success or merely create artificial barriers to political participation, particularly for candidates from marginalized socioeconomic backgrounds.

The leadership of regional heads plays a crucial role in determining the direction and progress of a region. Quality leadership can drive effective regional development, improve community welfare, and realize good governance principles characterized by transparency, accountability, responsiveness, and participatory decision-making (Idrus et al., 2019; Syaidi et al., 2024). Regional heads serve as chief

executives responsible for formulating development strategies, allocating budgetary resources, coordinating inter-governmental relations, and ensuring effective public service delivery to constituents (Dwiyanto, 2018).

In the context of Indonesia's diverse archipelagic geography and socio-cultural heterogeneity, regional leaders must navigate complex challenges including inter-ethnic relations, resource allocation disparities, infrastructure development constraints, and balancing economic growth with environmental sustainability (Nugroho, 2018). The decentralization policy has empowered regional governments with significant autonomy in managing local affairs, making leadership quality increasingly critical for regional prosperity and citizen wellbeing (Nugroho, 2018).

The minimum bachelor's degree requirement is expected to provide regional head candidates with the necessary knowledge and skills to lead their regions effectively. This educational standard aims to ensure that candidates have acquired fundamental competencies in management, policy analysis, and decision-making processes through formal academic training (Juharni & Congge, 2021). From a human capital theory perspective, educational attainment represents an investment in cognitive capabilities, technical skills, and knowledge accumulation that enhances individual productivity and performance potential (Juharni & Congge, 2021). Proponents of educational standardization argue that bachelor's degree holders possess superior information processing abilities, better written and verbal communication skills, and greater capacity for strategic thinking compared to those with lower educational credentials (Hermansyah, 2023).

However, critics contend that formal education does not necessarily translate into practical leadership effectiveness, particularly in political contexts where emotional intelligence, social skills, and contextual knowledge may prove more valuable than academic credentials (Zuhro, 2018). Meanwhile, the minimum age requirement reflects assumptions about psychological development and professional experience accumulation (Azis, 2023). Age serves as a proxy variable for accumulated life experience, professional network development, and exposure to diverse organizational contexts that collectively contribute to leadership readiness (Amrullah et al., 2022). However, the relationship between chronological age and leadership effectiveness remains contested, as younger leaders may offer fresh perspectives, technological proficiency, and greater alignment with evolving societal values (Fitriyanti, 2022).

Several studies suggest that educational standards and age do not always correlate with leadership quality. Other factors such as work experience, political capability, and leadership vision may serve as more important determining factors in effective regional governance (Purwanto & Kumorotomo, 2005). Research on political leadership suggests that personal characteristics such as emotional intelligence, communication skills, ethical integrity, and strategic vision often better predict leadership success than demographic variables like education and age.

The implementation of these standardization requirements raises questions about their actual impact on regional leadership performance. While these criteria aim to ensure candidate quality, empirical evidence regarding their effectiveness in predicting successful regional leadership remains limited (Juanda & Juanda, 2022). This gap in understanding necessitates comprehensive analysis of how education standardization and age influence regional head candidate performance, representing a significant knowledge deficit that undermines evidence-based policymaking.

METHODS

This research employed a quantitative approach using qualitative data that was transformed into quantitative measurements through systematic data collection and analysis procedures. The study



utilized a mixed-method data collection strategy combining primary data from questionnaires and secondary data from literature review to ensure comprehensive coverage of the research variables.

Primary data collection was conducted through structured questionnaires distributed to regional head candidates and relevant stakeholders. The questionnaires contained questions addressing education level, age, work experience, leadership vision, and leadership performance indicators. The distribution was carried out through both online and offline channels to maximize response rates and ensure broad participation across different demographic groups. This dual approach allowed for greater accessibility and convenience for respondents while maintaining data quality and consistency.

Secondary data was gathered through extensive literature review from various authoritative sources including academic books, scientific journals, scholarly articles, and official websites of the General Election Commission (KPU). This literature review served to complement the primary data and provide theoretical foundation for the research variables. The secondary sources were carefully selected based on their relevance, credibility, and currency to ensure the robustness of the theoretical framework underlying this study.

The analytical approach employed multiple linear regression analysis to examine the relationship between the independent variables and the dependent variable. Multiple linear regression was selected as the primary analytical method due to its capability to analyze the relationship between one dependent variable and two or more independent variables simultaneously (Mardiatmoko, 2020). In this study, the dependent variable was the leadership performance of regional head candidates, while the independent variables were education level standardization and age.

The regression model was formulated as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where Y represents the leadership performance of regional head candidates, α represents the constant, β represents the coefficient of variable x, X_1 represents education standardization, and X_2 represents age. This mathematical formulation allowed for the quantification of the individual and combined effects of the independent variables on the dependent variable.

Prior to conducting the main analysis, the research instruments underwent rigorous validity and reliability testing to ensure the quality and consistency of the measurements. Validity testing was conducted to verify that the instruments accurately measured the intended variables, while reliability testing using Cronbach's Alpha coefficient was performed to assess the internal consistency of the questionnaire items (Amanda et al., 2019). The reliability threshold was set at 0.6, with values between 0.5-0.7 indicating moderate reliability, 0.7-0.9 indicating high reliability, and values above 0.9 indicating excellent reliability (Amalia & Dianingati, 2022).

The data analysis process involved several statistical procedures including descriptive analysis to characterize the sample, correlation analysis to examine relationships between variables, and inferential statistics to test the research hypotheses. All statistical analyses were conducted using SPSS software to ensure accuracy and consistency in the computational procedures. The significance level was set at $\alpha = 0.05$ for all statistical tests, providing a 95% confidence level for the research findings.

RESULTS AND DISCUSSION

Results

This study collected and analyzed data from 42 respondents to examine the influence of education standardization and age on regional head candidate leadership performance. The results are presented in three main sections: respondent demographics, validity and reliability testing of the research instrument,



and multiple linear regression analysis. The findings provide empirical evidence regarding the relationship between candidate qualifications and perceived leadership effectiveness.

Respondent Demographics

The study collected data from 42 respondents through structured questionnaires. The demographic analysis revealed distinct patterns in the sample composition across several key variables. Gender distribution showed a significant skew toward female respondents, with 39 women (92.9%) and only 3 men (7.1%) participating in the study. This distribution reflects the demographic characteristics of the accessible population during the data collection period.

Table 1. Gender Distribution of Respondent

Gender	Frequency	Percent (%)
Male	3	7.1
Female	39	92.9
Total	42	100

Age distribution analysis indicated that the majority of respondents were in the youngest category, with 35 respondents (83.3%) aged between 20-25 years. This was followed by 5 respondents (11.9%) in the 26-30 years category, and only 2 respondents (4.8%) in the 31-50 years category. This age distribution suggests that the sample predominantly consisted of younger individuals, which may have implications for the generalizability of findings to older regional head candidates.

Table 2. Age Distribution of Respondent

Age Range	Frequency	Percent (%)
20-25	35	83.3
26-30	5	11.9
31-35	2	4.8
Total	42	100

Regarding employment status, the analysis showed that 32 respondents (76.2%) were employed, while 10 respondents (23.8%) were students. This distribution indicates that the majority of participants had work experience, which could potentially influence their understanding of leadership requirements and qualifications for regional head positions.

Validity and Reliability Testing

The instrument validation process examined 12 questionnaire items to assess their appropriateness for measuring the intended variables. The validity testing results demonstrated that 10 items achieved validity standards with correlation coefficients exceeding the threshold value of 0.444, while 2 items failed to meet the validity criteria (Amanda et al., 2019). Specifically, items 3 and 4 showed correlation coefficients of 0.120 and 0.154, respectively, both falling below the acceptable threshold.

Table 3. Validity Test Results

Item	R xy	R table	Status
1	0.669	0.444	Valid
2	0.729	0.444	Valid

Item	R xy	R table	Status
3	0.120	0.444	Not Valid
4	0.154	0.444	Not Valid
5	0.656	0.444	Valid
6	0.595	0.444	Valid
7	0.529	0.444	Valid
8	0.612	0.444	Valid
9	0.404	0.444	Valid
10	0.684	0.444	Valid
11	0.652	0.444	Valid
12	0.602	0.444	Valid

Reliability analysis using Cronbach's Alpha coefficient yielded a value of 0.736 for the 12-item instrument. According to established reliability standards, this value indicates high reliability, as it falls within the 0.7-0.9 range (Amalia & Dianingati, 2022). This suggests that the instrument demonstrates good internal consistency and can be considered reliable for measuring the research variables.

Table 4. Reliability Statistics

Cronbach's Alpha	N of Items
.736	12

Multiple Linear Regression Analysis

The multiple linear regression analysis examined the relationship between education standardization (X1) and age (X2) as independent variables and regional head candidate leadership performance (Y) as the dependent variable. The coefficient analysis revealed distinct patterns of influence for each independent variable.

Table 5. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	4.931	3.003		1.642	.109
Education Standardization	.001	.159	.001	.009	.993
Age	.676	.171	.575	3.952	.000

The results of individual variable testing (t-test) showed contrasting effects for the two independent variables. Education standardization (X1) demonstrated no significant influence on regional head candidate leadership performance, with a significance value of 0.993, which substantially exceeds the alpha threshold of 0.05. This finding suggests that education level standardization does not significantly predict leadership performance among regional head candidates.

Conversely, the age variable (X2) showed a highly significant positive influence on leadership performance, with a significance value of 0.000, well below the 0.05 threshold. The standardized coefficient (Beta = 0.575) indicates a moderate to strong positive relationship, suggesting that older candidates tend to demonstrate better leadership performance characteristics.

The ANOVA results for the overall model fit demonstrated statistical significance, with an F-value of 9.644 and significance level of 0.000 ($p < 0.05$). This indicates that the combination of education standardization and age variables together significantly explains variance in regional head candidate leadership performance.

Tanle 6. ANOVA Results

Model	Sum if Squares	df	Mean Square	F	Sig.
Regression	53.482	2	26.741	9.644	.000
Residual	108.137	39	2.773		
Total	161.619	41			

Discussion

Implications of Education Standardization Findings

The finding that education standardization shows no significant influence on regional head candidate leadership performance presents important implications for current policy frameworks governing regional elections in Indonesia. This result challenges the conventional assumption underlying Law Number 10 of 2016, which mandates a minimum bachelor's degree requirement for regional head candidates (Azis, 2023). The lack of statistical significance ($p = 0.993$) suggests that formal educational credentials may not be reliable predictors of leadership effectiveness in regional governance contexts.

This finding aligns with emerging perspectives in public administration literature that question the direct correlation between formal education levels and leadership competency. The result suggests that leadership effectiveness in regional governance may depend more heavily on practical experience, emotional intelligence, political acumen, and contextual knowledge rather than formal educational achievements. These qualities are often developed through real-world experience and may not necessarily correlate with academic credentials.

The implications of this finding are particularly relevant for policy makers considering the inclusivity and accessibility of regional leadership positions. If educational standardization does not significantly predict leadership performance, maintaining strict educational requirements may unnecessarily limit the pool of potentially effective candidates, particularly those from diverse socioeconomic backgrounds who may possess relevant experience and skills despite lacking formal educational credentials.

Significance of Age as a Determining Factor

The strong positive relationship between age and leadership performance ($\beta = 0.575$, $p < 0.001$) provides empirical support for the minimum age requirement in regional head candidate regulations. This finding suggests that increased age corresponds with enhanced leadership capabilities, potentially reflecting the accumulation of life experience, professional development, and emotional maturity that accompanies aging (Idrus et al., 2019).

The significant influence of age on leadership performance can be interpreted through several theoretical lenses. From a developmental psychology perspective, older individuals typically possess greater emotional regulation, improved decision-making capabilities under pressure, and enhanced ability to navigate complex social and political situations. These competencies are crucial for effective regional leadership, where leaders must balance competing interests, manage diverse stakeholder relationships, and make decisions with far-reaching consequences for their constituencies.

Furthermore, the age-leadership relationship may reflect the importance of accumulated professional and social capital in regional governance. Older candidates are more likely to have developed extensive networks, gained exposure to various organizational contexts, and acquired practical knowledge about governance processes. This experiential knowledge base may contribute significantly to their perceived and actual leadership effectiveness.

Combined Effects and Model Interpretation

The significant combined effect of both variables ($F = 9.644$, $p < 0.001$) despite the individual non-significance of education suggests the presence of interaction effects or suppression phenomena in the relationship between these variables and leadership performance. This finding indicates that while education alone may not predict leadership effectiveness, it may play a moderating or mediating role when considered alongside age factors.

The model's explanatory power, as evidenced by the significant F-statistic, suggests that these demographic factors together account for meaningful variance in leadership performance perceptions. This supports the retention of both variables in candidate screening processes, albeit with different weightings and interpretations than currently applied.

Methodological Considerations and Sample Characteristics

The demographic composition of the sample presents both opportunities and limitations for interpreting these results. The predominance of female respondents (92.9%) and younger participants (83.3% aged 20-25) may influence the generalizability of findings to broader populations of regional head candidates and evaluators. The gender distribution, while potentially limiting generalizability, offers insights into female perspectives on leadership qualifications, which have been historically underrepresented in political leadership research.

The age skew toward younger respondents may actually strengthen the validity of findings regarding age as a predictor of leadership performance. If younger respondents, who might be expected to value peer characteristics, still perceive older candidates as more capable leaders, this provides robust evidence for the importance of age-related factors in leadership evaluation.

Policy and Practical Implications

These findings have several important implications for regional election policy and candidate development programs. First, the results suggest that current educational requirements may need reconsideration, not necessarily for elimination but for contextual application. Rather than rigid educational minimums, policies might benefit from more flexible qualification frameworks that recognize diverse forms of relevant experience and competency.

Second, the strong age effect supports maintaining minimum age requirements while potentially exploring mechanisms to harness the experience-based advantages that age brings. This might include mentorship programs, structured leadership development pathways, or collaborative governance models that leverage both youthful innovation and mature judgment.

Finally, these results highlight the importance of comprehensive candidate evaluation processes that go beyond demographic characteristics to assess actual leadership competencies, policy knowledge, and governance capabilities. Such processes might include structured assessments of problem-solving abilities, stakeholder management skills, and strategic thinking capacities.

CONCLUSION

Conclusion

This study examined the influence of education standardization and age on regional head candidate leadership performance through multiple linear regression analysis of 42 respondents. The findings reveal that age has a significant positive influence on leadership performance with a significance value of 0.000, indicating that older candidates tend to demonstrate better leadership capabilities. Conversely, education standardization shows no significant influence on leadership performance, with a significance value of 0.993, suggesting that formal educational credentials may not be reliable predictors of leadership effectiveness in regional governance contexts.

Despite the individual non-significance of education, the combined effect of both variables demonstrates statistical significance with an F-value of 9.644, indicating that these demographic factors together contribute meaningfully to explaining variance in leadership performance. The reliability analysis confirmed the instrument's consistency with a Cronbach's Alpha value of 0.736, while validity testing showed that 10 out of 12 questionnaire items met acceptable standards.

These results challenge conventional assumptions about educational requirements for regional leadership positions while providing empirical support for minimum age requirements. The findings suggest that leadership effectiveness in regional governance may depend more on experiential factors, emotional maturity, and practical knowledge that typically accompany increased age rather than formal educational achievements alone.

Recommendation

Based on the research findings, policymakers should consider revising current regional head candidate qualification frameworks to place greater emphasis on experience-based competencies rather than rigid educational requirements. The lack of significant correlation between education standardization and leadership performance suggests that maintaining strict educational minimums may unnecessarily limit the candidate pool without improving governance outcomes.

The strong positive relationship between age and leadership performance supports retaining minimum age requirements while exploring mechanisms to leverage the experiential advantages that come with maturity. Government institutions should develop comprehensive candidate evaluation processes that assess actual leadership competencies, policy knowledge, and governance capabilities beyond demographic characteristics.

Future research should expand sample sizes and demographic diversity to enhance generalizability while incorporating longitudinal designs to establish stronger causal relationships. Additionally, researchers should explore mediating variables that explain the mechanisms through which age influences leadership effectiveness and investigate more objective performance indicators in actual governance contexts.

Educational institutions and political development programs should focus on creating experiential learning opportunities that simulate real-world governance challenges rather than emphasizing theoretical knowledge alone. This approach would better prepare potential leaders regardless of their formal educational background while recognizing that effective regional leadership requires practical skills and emotional intelligence that develop through experience and maturity.

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Evaluating Indonesia's Renewable Energy Transition Strategy: Policy Implementation Challenges Toward Net-Zero Emission Target 2060

Evaluasi Strategi Transisi Energi Terbarukan Indonesia: Tantangan Implementasi Kebijakan Menuju Target Net-Zero Emission 2060

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Abstract

Indonesia, as the world's largest archipelagic nation, faces complex challenges in achieving its net-zero emission target by 2060. This research analyzes the implementation of Indonesia's new and renewable energy (NRE) policies through a comprehensive literature study approach. Despite having strong legal foundations through Law No. 30/2007 and Government Regulation No. 79/2014, along with ambitious targets of 23% renewable energy by 2025, implementation realization still encounters significant obstacles. National Energy Council data shows that renewable energy share has only reached 15%, far from the established targets. Analysis of three projection scenarios from the Ministry of Energy and Mineral Resources - Business as Usual (BaU), Sustainable Development (SD), and Low Carbon (LC) - indicates that the SD scenario can achieve the 23% target by 2025 and even exceed the 31% target by 2050. Research findings demonstrate that although Indonesia possesses abundant renewable energy resource potential and clear political commitment, strengthening law enforcement, infrastructure investment, and inter-stakeholder coordination are required to realize sustainable energy transition toward net-zero emission.

Keywords: Energy Transition, Policy Implementation, Renewable Energy, Net-zero Emission, Sustainable Development.

Abstrak

Indonesia sebagai negara kepulauan terbesar di dunia menghadapi tantangan kompleks dalam mencapai target net-zero emission pada 2060. Penelitian ini menganalisis implementasi kebijakan energi baru dan terbarukan (EBT) Indonesia melalui pendekatan studi literatur komprehensif. Meskipun memiliki landasan hukum yang kuat melalui UU No. 30 Tahun 2007 dan PP No. 79 Tahun 2014, serta target ambisius 23% energi terbarukan pada 2025, realisasi implementasi masih menghadapi kendala signifikan. Data Dewan Energi Nasional menunjukkan pangsa energi terbarukan baru mencapai 15%, jauh dari target yang ditetapkan. Analisis tiga skenario proyeksi Kementerian ESDM - Business as Usual (BaU), Pembangunan Berkelanjutan (PB), dan Rendah Karbon (RK) - mengindikasikan bahwa skenario PB dapat mencapai target 23% pada 2025 dan bahkan melampaui target 31% pada 2050. Temuan penelitian menunjukkan bahwa meskipun Indonesia memiliki potensi sumber daya energi terbarukan yang melimpah dan komitmen politik yang jelas, diperlukan penguatan penegakan hukum, investasi

infrastruktur, dan koordinasi antar-stakeholder untuk merealisasikan transisi energi yang berkelanjutan menuju net-zero emission.

Kata Kunci: Transisi Energi, Kebijakan Implementasi, Energi Terbarukan, Net-zero Emission, Pembangunan Berkelanjutan.

INTRODUCTION

Indonesia, as the world's largest archipelagic nation with a population exceeding 270 million people, faces unprecedented challenges in meeting its growing energy demands while simultaneously addressing global climate commitments. The country's heavy reliance on non-renewable fossil fuel sources, particularly coal and oil, continues to dominate the national energy mix, creating both environmental and economic sustainability concerns (Rahayu & Windarta, 2022). This dependency on fossil fuels not only contributes significantly to greenhouse gas emissions but also poses long-term energy security risks as these finite resources become increasingly scarce and environmentally problematic.

The emergence of new and renewable energy (NRE) technologies presents a promising pathway toward sustainable energy transformation. The implementation of comprehensive NRE policies holds the potential to reduce Indonesia's fossil fuel dependency while supporting the development of clean and environmentally friendly energy systems (Wulandari et al., 2019). This transition is grounded in fundamental principles of equity, sustainability, legal certainty, participation, and accountability, all of which are essential for ensuring policy effectiveness and maximizing societal benefits. These principles align with the constitutional mandate of the 1945 Constitution, which emphasizes the state's responsibility for managing and developing natural resources for the greatest prosperity of the people (Rahayu & Windarta, 2022).

The Indonesian government has established several strategic frameworks to harness the country's abundant renewable energy resources, most notably through the National General Energy Plan (RUEN). RUEN has successfully identified and accommodated various energy diversification opportunities across the Indonesian archipelago (Canton, 2021). This framework is further strengthened by Law No. 30 of 2007 concerning Energy and Government Regulation No. 79 of 2014 on National Energy Policy, which collectively establish Indonesia's ambitious target of achieving 23% renewable energy in the national energy mix by 2025.

However, the implementation trajectory has encountered significant obstacles, particularly in the wake of the COVID-19 pandemic. The global health crisis has delayed numerous renewable energy projects scheduled for implementation during 2020-2021, creating additional challenges for achieving the established renewable energy targets. Current data indicates that Indonesia's renewable energy share remains at approximately 15%, substantially below the projected milestones (Kurniawan et al., 2022). The nation's primary energy sources continue to be dominated by coal, petroleum, and natural gas, highlighting the persistent gap between policy aspirations and implementation realities.

Global climate pressures have intensified the urgency for Indonesia's energy transformation. At the 26th Conference of the Parties (COP26) held in Scotland, Indonesia committed to achieving net-zero emissions by 2060 through its updated Nationally Determined Contribution (NDC) (Cadman, 2018). This commitment represents a significant policy shift, though questions remain regarding the feasibility and specific pathways for achieving this ambitious target. The announcement necessitates a comprehensive reevaluation of Indonesia's energy sustainability strategies and climate change mitigation approaches.



In the broader global context, the urgency for NRE development stems not only from the imperative to reduce greenhouse gas emissions but also from the strategic need to enhance energy security and independence. Indonesia possesses exceptional natural resource potential and significant opportunities to assume a leadership role in renewable energy development within the Southeast Asian region (Rahayu & Windarta, 2022). The country's geographical advantages, including abundant solar radiation, geothermal resources, hydroelectric potential, and biomass availability, position it uniquely to become a regional renewable energy hub.

Despite these favorable conditions and policy commitments, substantial implementation gaps persist between national energy policy objectives and actual renewable energy deployment. The International Energy Agency (Canton, 2021) identified Indonesia as one of the world's largest coal producers and consumers, as well as a major carbon emitter, underscoring the contradictions between international climate commitments and domestic energy practices. This dichotomy highlights the complexity of balancing economic development needs, energy security concerns, and environmental sustainability objectives.

The purpose of this research is to develop a comprehensive understanding of Indonesia's new and renewable energy policies and to critically evaluate the implementation mechanisms, challenges, and opportunities within the context of achieving net-zero emission targets by 2060. Through systematic analysis of policy frameworks, implementation strategies, and projected scenarios, this study aims to identify key factors that influence the success or failure of renewable energy transitions in developing nations, with specific focus on the Indonesian experience as a case study for emerging economies facing similar energy transformation challenges.

METHODS

This research employed a comprehensive literature review methodology to analyze the implementation of Indonesia's new and renewable energy policies in achieving net-zero emission targets. The study utilized a systematic approach to examine secondary data sources, including government documents, academic journals, policy reports, official statistics, and credible online resources related to Indonesia's renewable energy policy implementation and net-zero emission strategies (Azhar & Satriawan, 2018). The literature review methodology was selected as the most appropriate approach for this research due to the need to synthesize extensive policy information, analyze long-term trends, and evaluate the effectiveness of various policy instruments across multiple time periods and governmental administrations.

The data collection process involved systematic identification and selection of relevant sources spanning from 2007 to 2024, covering the period from the enactment of Law No. 30/2007 concerning Energy to the most recent policy developments and implementation reports. Primary sources included official government publications from the Ministry of Energy and Mineral Resources (KESDM), National Energy Council reports, updated Nationally Determined Contributions (NDC) documents, and strategic planning documents such as the National General Energy Plan (RUEN) and the National Medium-Term Development Plan (RPJMN). Secondary sources comprised peer-reviewed academic articles, international energy agency reports, policy analysis studies, and comparative research on renewable energy transitions in developing countries. The research also incorporated relevant data from international organizations including the International Energy Agency (IEA), United Nations Framework Convention on Climate Change (UNFCCC), and regional energy cooperation bodies to provide broader contextual analysis and benchmarking opportunities.

The analytical framework involved systematic content analysis and policy evaluation techniques to assess the coherence, consistency, and effectiveness of Indonesia's renewable energy policy



implementation. The analysis focused on identifying key policy instruments, examining implementation mechanisms, evaluating target achievements against actual performance, and assessing the alignment between national policies and international climate commitments. Particular attention was given to analyzing the three projection scenarios developed by the Ministry of Energy and Mineral Resources: Business as Usual (BaU), Sustainable Development (PB), and Low Carbon (RK) scenarios, which serve as critical tools for understanding potential pathways toward net-zero emission targets. The research employed comparative analysis techniques to evaluate the assumptions, targets, and projected outcomes of each scenario, while also examining the policy interventions and implementation strategies required to achieve the respective targets.

Data synthesis and interpretation involved triangulation of information from multiple sources to ensure reliability and validity of findings. The research examined both quantitative indicators such as renewable energy capacity additions, energy mix percentages, emission reduction projections, and investment flows, as well as qualitative factors including policy coherence, institutional coordination, stakeholder engagement, and implementation challenges. The analysis also incorporated assessment of external factors that influence policy implementation, including economic conditions, technological developments, international cooperation mechanisms, and socio-political dynamics that affect renewable energy deployment in Indonesia. Through this comprehensive analytical approach, the research aimed to provide a holistic understanding of Indonesia's renewable energy policy landscape and its potential for achieving net-zero emission objectives by 2060.

RESULTS AND DISCUSSION

Results

This comprehensive literature review examines Indonesia's renewable energy policy implementation through analysis of government documents, policy frameworks, and projection scenarios developed by the Ministry of Energy and Mineral Resources. The findings are organized into five key areas: Indonesia's global positioning and climate commitments, the evolution of national energy policy frameworks, current energy mix performance, projection scenario analysis toward net-zero emission targets, and emission reduction trajectories. The results provide empirical evidence regarding the gaps between policy aspirations and implementation realities in Indonesia's renewable energy transition.

Indonesia's Global Position and Climate Commitments

The analysis reveals that Indonesia has established itself as an emerging global leader through active participation in international forums, including its role as a non-permanent member of the UN Security Council and hosting the G20 summit in 2022 (Suoneto & Paramitha, 2021). However, this global leadership ambition contrasts sharply with its climate and energy performance. According to the International Energy Agency (Canton, 2021), Indonesia remains one of the world's largest coal producers and importers, as well as a significant carbon emitter, highlighting the gap between international commitments and domestic implementation practices.

Evolution of National Energy Policy Framework

The chronological analysis of Indonesia's energy policy development demonstrates a systematic evolution from the initial General Energy Policy (KUBE) in 1981 through multiple iterations. The framework underwent significant updates in 1987, 1991, and 1998, with increasing emphasis on environmental considerations and energy pricing mechanisms (Listrik, 2021). The establishment of Law No. 30/2007 concerning Energy and the formation of the National Energy Council (DEN) marked



crucial milestones in creating institutional frameworks for energy governance. The current policy landscape is anchored by Government Regulation No. 79/2014 on National Energy Policy and Presidential Regulation No. 22/2017 on the National General Energy Plan (RUEN), which provides strategic direction for Indonesia's energy development until 2050.

Current Energy Mix and Renewable Energy Performance

Analysis of Indonesia's current energy profile reveals significant challenges in renewable energy deployment. Despite ambitious policy targets, the National Energy Council (2020) reported that renewable energy's share in the national energy mix remains below 15%, substantially short of the mandated 23% target for 2025. The energy mix continues to be dominated by fossil fuels, with coal, petroleum, and natural gas constituting the majority of primary energy consumption. This performance gap indicates the need for stronger regulatory enforcement and accelerated implementation mechanisms to achieve carbon emission targets.

Projection Scenarios and Target Achievement Analysis

The Ministry of Energy and Mineral Resources has developed three comprehensive scenarios for energy transition analysis: Business as Usual (BaU), Sustainable Development (PB), and Low Carbon (RK). Table 1 presents the detailed assumptions for each scenario toward achieving net-zero emission targets.

Table 1. Scenario Assumptions Toward Net-Zero Emission

Assumption	BaU	PB	RK
Economic Growth	5.6% (Based on 2045 Indonesian Vision-Bappenas)	5.6% (Based on 2045 Indonesian Vision-Bappenas)	5.6% (Based on 2045 Indonesian Vision-Bappenas)
Population Growth	0.7% (Based on Statistics Indonesian-Bappenas 2045)	0.7% (Based on Statistics Indonesian-Bappenas 2045)	0.7% (Based on Statistics Indonesian-Bappenas 2045)
Biodiesel Target	2025: 20% 2050: 30%	2025: 30% 2050: 30%	2025: 30% 2050: 100%
Bioethanol Target	2025: 5%	2025: 20% 2050: 50%	2025: 20% 2050: 85%
City Gas Development	2025: 4.7 million household connections	Development of 1 million household connections/year starting from 2020	Development of >1 million household connections/year starting from 2020
LPG to Induction	2025: 0.5%	2025: 1% 2050: 2%	2025: 2% 2050: 5%
Electric Car Target	2025: 0.01% 2050: 0.07%	2025: 0.01% 2050: 0.24%	2025: 0.5% 2050: 1.18%
Electric Motorcycle Target	2025: 1.38% 2030: 1.5%	2025: 1.44% 2030: 1.7%	2025: 1.18% 2030: 3%
Power Plant Strategy	RUPTL	RUEN	Emission reduction > RUEN



Switching 10% capacity of Steam PP to Biomass PP	Switching 30% capacity of Steam PP to Biomass PP
25% of luxury houses use Rooftop Solar	30% of luxury houses use Rooftop Solar

Source: National Energy Council of Indonesia, 2020.

The projection results indicate distinct pathways for renewable energy development. Under the BaU scenario, the primary energy mix for 2025 would comprise 21% renewable energy, 24% gas, 34% coal, and 21% oil, falling short of the National Energy Policy targets. The PB scenario demonstrates more promising results, with renewable energy reaching 23% by 2025 and 32% by 2050, successfully meeting and exceeding the National Energy Policy mandates. The RK scenario presents the most ambitious trajectory, projecting 36% renewable energy by 2025 and 58% by 2050, significantly surpassing national policy targets (Abyan, 2025).

Emission Reduction Projections

Based on IPCC calculation methodologies, the total CO₂ emission projections for 2030 are estimated at 912 million tons CO₂-eq (BaU), 813 million tons CO₂-eq (PB), and 667 million tons CO₂-eq (RK). Notably, all three scenarios project emissions below the energy sector NDC emission targets, suggesting that Indonesia's current trajectory may be compatible with its international climate commitments (Kurniawan et al., 2022).

Policy Implementation Roadmap

The Ministry of Energy and Mineral Resources has established a comprehensive roadmap toward net-zero emission, targeting progressive increases in renewable energy share: 23% by 2025 (primarily solar energy), 42% by 2030, 71% by 2040, and ultimately achieving 100% renewable energy by 2060. The roadmap includes the commissioning of Indonesia's first nuclear power plant by 2045 and reaching 87% renewable energy by 2050.

Discussion

Policy Framework Effectiveness and Implementation Challenges

The analysis of Indonesia's renewable energy policy framework reveals a comprehensive legal and institutional structure that provides a solid foundation for energy transition. However, the substantial gap between policy targets and actual implementation outcomes highlights critical challenges in policy execution. The discrepancy between the mandated 23% renewable energy target for 2025 and the current 15% achievement rate suggests that policy formulation alone is insufficient without robust implementation mechanisms and enforcement strategies (Norlyanti, 2018). This finding aligns with policy implementation theory, which emphasizes the importance of translating policy intentions into concrete actions through effective institutional coordination and resource allocation.

The evolution of Indonesia's energy policy from KUBE (1981) to the current RUEN framework demonstrates institutional learning and adaptation to changing global energy landscapes. However, the persistent dominance of fossil fuels in the energy mix, despite decades of policy development, indicates structural barriers that extend beyond policy design to include economic interests, technological limitations, and implementation capacity constraints. The influence of economic, social, and political



environments on policy implementation success, as highlighted by Febryano et al (2021), is particularly relevant in understanding Indonesia's renewable energy deployment challenges.

Scenarion Analysis and Pathway Viability

The three projection scenarios developed by the Ministry of Energy and Mineral Resources provide valuable insights into potential pathways for achieving net-zero emission targets. The Sustainable Development (PB) scenario emerges as the most realistic pathway, balancing ambitious renewable energy targets with feasible implementation assumptions. This scenario's ability to meet the 2025 target of 23% renewable energy and exceed the 2050 target of 31% demonstrates that Indonesia's net-zero emission goals are achievable with appropriate policy interventions and sustained implementation efforts (Muhammad et al., 2023).

The contrasting assumptions between scenarios highlight critical policy levers for accelerating renewable energy transition. The RK scenario's emphasis on aggressive biofuel integration, electric vehicle adoption, and power plant conversion strategies provides a roadmap for maximum emission reduction. However, the feasibility of achieving such ambitious targets requires substantial investment in infrastructure, technology development, and behavioral change initiatives. The gap between BaU and RK scenarios underscores the importance of proactive government intervention rather than relying on market-driven transitions alone.

Economic and Technical Implementation Barriers

The COVID-19 pandemic's impact on renewable energy project delays reveals the vulnerability of Indonesia's energy transition to external shocks and economic disruptions. This experience highlights the need for resilient implementation strategies that can maintain momentum despite unforeseen circumstances. The analysis suggests that Indonesia's renewable energy sector requires not only policy support but also economic incentives, technological capacity building, and international cooperation to overcome implementation barriers (Bakri et al., 2024).

The dominance of coal in Indonesia's energy mix presents both economic and technical challenges for rapid renewable energy deployment. As one of the world's largest coal producers and exporters, Indonesia faces significant economic considerations in transitioning away from coal-dependent energy systems (Canton, 2021). The policy framework must address these economic realities while creating incentives for renewable energy investment and development.

International Commitments vs. Domestic Implementation

Indonesia's commitment to achieve net-zero emission by 2060, as announced at COP26, represents a significant policy shift that requires alignment between international pledges and domestic implementation strategies (Hayden, 2002). The analysis reveals potential contradictions between Indonesia's global climate leadership aspirations and its continued reliance on fossil fuel-intensive energy systems. This disconnect suggests the need for more coherent policy integration across different government levels and sectors.

The updated NDC targets for 26% emission reduction by 2020 and 41% by 2030 provide measurable benchmarks for policy effectiveness. However, the achievement of these targets depends not only on renewable energy deployment but also on broader economic transformation, forest conservation, and industrial emission reduction strategies. The interconnected nature of these challenges requires comprehensive policy coordination beyond the energy sector alone (Haryanto et al., 2024).

Regional Leadership Opportunities and Constraints



Indonesia's potential to assume regional leadership in renewable energy development, as noted by Rahayu & Windarta (2022), presents both opportunities and responsibilities. The country's abundant natural resources, including geothermal, solar, hydroelectric, and biomass potential, position it uniquely to become a renewable energy hub for Southeast Asia. However, realizing this potential requires overcoming domestic implementation challenges while developing export capabilities and regional cooperation mechanisms (Indonesia, 2014).

The analysis suggests that Indonesia's renewable energy transition should be viewed not only as a domestic policy challenge but also as a strategic opportunity for regional economic integration and technological leadership. Success in domestic renewable energy deployment could create spillover effects, including technology transfer, investment attraction, and regional cooperation in clean energy development.

Policy Recommendations for Enhanced Implementation

Based on the analysis, several critical areas require strengthened policy attention. First, enforcement mechanisms must be enhanced to ensure compliance with renewable energy targets and emission reduction commitments. Second, investment incentives and financing mechanisms should be expanded to attract private sector participation in renewable energy development. Third, institutional coordination between national and regional governments must be improved to ensure consistent policy implementation across Indonesia's diverse regional contexts.

The scenario analysis indicates that achieving Indonesia's net-zero emission targets is technically feasible but requires sustained political commitment, adequate resource allocation, and effective implementation strategies. The success of the PB scenario depends on specific policy interventions, including biofuel development, energy efficiency improvements, and power plant conversion programs, all of which require coordinated government action and stakeholder engagement.

CONCLUSION

Conclusion

This comprehensive analysis of Indonesia's new and renewable energy policy implementation toward achieving net-zero emission targets reveals a complex landscape of ambitious policy frameworks coupled with significant implementation challenges. Indonesia has demonstrated substantial commitment to global climate leadership through its participation in international forums and the establishment of comprehensive legal frameworks, including Law No. 30/2007 concerning Energy and Government Regulation No. 79/2014 on National Energy Policy. However, the persistent gap between policy aspirations and actual implementation outcomes underscores the multifaceted nature of energy transition challenges in developing countries.

The evolution of Indonesia's energy policy from the 1980s to the present demonstrates institutional learning and adaptation to changing global energy paradigms. Yet, the dominance of fossil fuels in the current energy mix, particularly coal and petroleum, continues to present substantial obstacles to renewable energy deployment. The National Energy Council's report indicating that renewable energy accounts for only 15% of the national energy mix, significantly below the mandated 23% target for 2025, highlights the urgent need for enhanced implementation mechanisms and stronger regulatory enforcement.

The scenario analysis conducted by the Ministry of Energy and Mineral Resources provides valuable insights into potential pathways for achieving Indonesia's net-zero emission commitment by 2060. The Sustainable Development scenario emerges as the most realistic and achievable pathway, demonstrating that the 2025 renewable energy target can be met and the 2050 target exceeded through



appropriate policy interventions and sustained implementation efforts. This finding suggests that Indonesia's net-zero emission goals are technically feasible but require coordinated government action, adequate resource allocation, and effective stakeholder engagement.

The research findings indicate that external factors, including the COVID-19 pandemic, have significantly impacted renewable energy project implementation, revealing the vulnerability of Indonesia's energy transition to economic disruptions and external shocks. This experience emphasizes the importance of developing resilient implementation strategies that can maintain momentum despite unforeseen circumstances while addressing the economic realities of transitioning away from coal-dependent energy systems.

Indonesia's potential for regional leadership in renewable energy development presents both opportunities and responsibilities. The country's abundant natural resources, including geothermal, solar, hydroelectric, and biomass potential, position it strategically to become a renewable energy hub for Southeast Asia. However, realizing this potential requires overcoming domestic implementation challenges while developing export capabilities and fostering regional cooperation mechanisms in clean energy development.

Recommendation

The achievement of Indonesia's ambitious net-zero emission target by 2060 requires comprehensive policy reforms and enhanced implementation strategies that address both institutional and economic barriers to renewable energy deployment. The government must prioritize the development of robust enforcement mechanisms that ensure compliance with renewable energy targets and emission reduction commitments across all sectors and administrative levels. This enforcement framework should include clear penalties for non-compliance, regular monitoring and evaluation systems, and transparent reporting mechanisms that enable public accountability and stakeholder engagement in the energy transition process.

Investment incentives and innovative financing mechanisms represent critical enablers for accelerating renewable energy development in Indonesia. The government should establish comprehensive financial instruments, including green bonds, concessional lending programs, and public-private partnership frameworks that attract both domestic and international investment in renewable energy projects. These mechanisms should be designed to address the specific challenges of renewable energy deployment in Indonesia's archipelagic geography while providing long-term financial certainty for investors and developers.

Institutional coordination between national, provincial, and local governments must be significantly strengthened to ensure consistent policy implementation across Indonesia's diverse regional contexts. This coordination should involve the establishment of clear roles and responsibilities for different government levels, regular inter-governmental consultation mechanisms, and standardized implementation procedures that account for regional variations in resource availability and development priorities.

Technology transfer and capacity building initiatives should be prioritized to develop domestic expertise in renewable energy technologies and reduce dependence on imported equipment and technical knowledge. The government should establish partnerships with international technology providers and research institutions to facilitate knowledge transfer while building local manufacturing capabilities for renewable energy components.

The integration of renewable energy targets with broader economic development strategies requires careful attention to social and economic impacts of energy transition, particularly in coal-dependent regions. Comprehensive just transition programs should provide alternative livelihood opportunities for



affected workers and communities while ensuring renewable energy development contributes to inclusive economic growth and poverty reduction objectives. Regional cooperation mechanisms should position Indonesia as a leader in Southeast Asian renewable energy development through technology sharing and collaborative initiatives.

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**Government Strategy towards Community Based Tourism in The
Management of Seven-Level Waterfall in Bukit Berantai Village, Batang
Asai District, Sarolangun Regency**

**Strategi Pemerintah terhadap *Community Based Tourism* Dalam Pengelolaan Air
Terjun Tujuh Tingkat Desa Bukit Berantai Kecamatan Batang Asai
Kabupaten Sarolangun**

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Abstract

This study examines the implementation of Community-Based Tourism (CBT) around the Seven Level Waterfall in Bukit Berantai Village, Batang Asai District, Sarolangun Regency, and evaluates the strategic role of local and village governments in developing sustainable community-based tourism. The research addresses the critical need for effective government strategies in managing tourism destinations that empower local communities while preserving environmental and cultural heritage. Using a qualitative research approach, this study conducted in-depth interviews with local government officials, village administrators, tourism stakeholders, and community members to gather comprehensive insights into current management practices and challenges. Data collection involved systematic field observations, participatory research methods, and thorough analysis of tourism-related policy documents and regulatory frameworks. The theoretical foundation integrates tourism management principles with SWOT analysis methodology to identify internal strengths and weaknesses alongside external opportunities and threats facing the destination. Findings reveal that while the Seven Level Waterfall possesses significant natural tourism potential, current management faces substantial challenges including inadequate infrastructure, limited accessibility, insufficient promotional activities, lack of professional tourism services, and poor connectivity. The study identifies key strategic principles essential for sustainable tourism development, emphasizing community ownership, participatory decision-making, equitable benefit distribution, environmental conservation, and cultural preservation. Results demonstrate that effective government intervention as both facilitator and regulator is crucial for establishing comprehensive tourism management frameworks that enhance community empowerment, economic development, and destination sustainability, ultimately contributing to the broader goals of rural development and poverty alleviation.

Keywords: Strategy, Management, Community Based Tourism, Jambi.

Abstrak

Penelitian ini mengkaji implementasi Pariwisata Berbasis Masyarakat (Community-Based Tourism/CBT) di sekitar Air Terjun Tujuh Tingkat di Desa Bukit Berantai, Kecamatan Batang Asai, Kabupaten Sarolangun, serta mengevaluasi peran strategis pemerintah daerah dan desa dalam

mengembangkan pariwisata berbasis masyarakat yang berkelanjutan. Penelitian ini mengangkat kebutuhan kritis akan strategi pemerintah yang efektif dalam mengelola destinasi pariwisata yang memberdayakan masyarakat lokal sambil melestarikan warisan lingkungan dan budaya. Menggunakan pendekatan penelitian kualitatif, studi ini melakukan wawancara mendalam dengan pejabat pemerintah daerah, administrator desa, pemangku kepentingan pariwisata, dan anggota masyarakat untuk mengumpulkan wawasan komprehensif tentang praktik pengelolaan dan tantangan saat ini. Pengumpulan data melibatkan observasi lapangan yang sistematis, metode penelitian partisipatif, dan analisis menyeluruh terhadap dokumen kebijakan dan kerangka regulasi terkait pariwisata. Landasan teoretis mengintegrasikan prinsip-prinsip pengelolaan pariwisata dengan metodologi analisis SWOT untuk mengidentifikasi kekuatan dan kelemahan internal bersama dengan peluang dan ancaman eksternal yang dihadapi destinasi. Temuan mengungkapkan bahwa meskipun Air Terjun Tujuh Tingkat memiliki potensi pariwisata alam yang signifikan, pengelolaan saat ini menghadapi tantangan substansial termasuk infrastruktur yang tidak memadai, aksesibilitas terbatas, kegiatan promosi yang tidak mencukupi, kurangnya layanan pariwisata profesional, dan konektivitas yang buruk. Studi ini mengidentifikasi prinsip-prinsip strategis kunci yang esensial untuk pengembangan pariwisata berkelanjutan, menekankan kepemilikan masyarakat, pengambilan keputusan partisipatif, distribusi manfaat yang adil, konservasi lingkungan, dan pelestarian budaya. Hasil menunjukkan bahwa intervensi pemerintah yang efektif sebagai fasilitator dan regulator sangat penting untuk membangun kerangka pengelolaan pariwisata komprehensif yang meningkatkan pemberdayaan masyarakat, pembangunan ekonomi, dan keberlanjutan destinasi, yang pada akhirnya berkontribusi pada tujuan yang lebih luas yaitu pembangunan pedesaan dan pengentasan kemiskinan.

Kata Kunci: Strategi, Manajemen, Pariwisata Berbasis Masyarakat, Jambi.

INTRODUCTION

Community-Based Tourism (CBT) has emerged as a pivotal paradigm in contemporary tourism development, representing a fundamental shift from conventional mass tourism toward more sustainable, inclusive, and locally-driven approaches. CBT operates on a paradigm of community self-governance wherein traditional communities assume the role of instigators and protagonists in the realm of tourism within their territories, with this framework emerging as a means of realizing the sustainable development goals (SDGs) articulated in the United Nations' Agenda 2030 (López-Guzmán et al., 2011). This model aligns with the United Nations Sustainable Development Goals (SDGs), particularly SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth), offering transformative potential in fostering inclusive economic growth and empowering marginalized communities while promoting cultural and environmental sustainability (Amir et al., 2015).

The core of CBT is active community participation which brings about positive impacts on community resources and is considered as a development strategy that responds to community needs (Tamir, 2015). This participatory approach enables communities to take control over their resources and manage tourism activities, with research demonstrating that communities can obtain greater benefits when they accomplish tourism development through participatory processes (Dodds et al., 2018). Community participation helps to reduce conflicts and misunderstandings between host communities, local authorities, and tourists, while also minimizing negative impacts and enhancing the livelihoods of host communities (López-Guzmán et al., 2011).

In the Indonesian context, tourism development has been recognized as a crucial catalyst for community economic development, with the central government actively encouraging village governments and their communities to transform their villages into tourist destinations (Fildzah et al., 2015). The Indonesian government has a mandate to utilize resources sustainably for the benefit of communities, including tourism, making CBT essential within the Indonesian context as a tool for achieving sustainable tourism goals as mandated by Indonesian law (Asker et al., 2010; Tolkach & King,



2015). Recent studies emphasize that several crucial concepts are integral to the successful implementation of sustainable tourism practices in Indonesia, among which Community Based Tourism stands out as a pivotal framework alongside Green Tourism and Local Empowerment (Risfandini, 2024).

The government's role in CBT development extends beyond mere regulation to encompass facilitation and empowerment functions. Strategic policies related to natural resource development, environmental protection, and local community empowerment can create conditions that support the growth of environmentally friendly tourism and provide continued economic and social benefits in villages (Sebele, 2010). Research demonstrates that effective government involvement and community participation play significant roles in shaping sustainable tourism development, with studies showing that government and community collaboration is essential for CBT success (Hamzah & Khalifah, 2009).

In tourism development in developing countries, including Indonesia, the government's role remains crucial, functioning not only as a regulator but also as a facilitator in developing much-needed infrastructure and transportation facilities (Dangi & Jamal, 2016). The government's multifaceted role includes preparing guidance to balance development implementation through necessary regulations, both for structuring existing tourist destinations and regulating various aspects of institutional tourism governance (Garrod, 2003).

Despite the recognized potential of CBT, implementation faces substantial challenges. Several challenges have been experienced in CBT implementation, including conflict over resource ownership and benefit leaking, financial issues, and problems of community participation (Cole, 2007). Unfortunately, local community empowerment itself is not enough; support from the government is highly needed in planning tourism toward a sustainable one, with more effective collaboration among stakeholders creating better chances for sustainable tourism development (Anuar et al., 2019).

In rural Indonesia, particularly in regions with significant natural tourism potential like waterfalls, hot springs, and cultural heritage sites, CBT represents an opportunity to address multiple development challenges simultaneously. The Seven Level Waterfall in Bukit Berantai Village, Batang Asai District, Sarolangun Regency, exemplifies this potential while highlighting the critical need for effective government strategies in managing tourism destinations that empower local communities while preserving environmental and cultural heritage.

This study addresses the critical gap in understanding how government strategies can effectively support CBT implementation in rural Indonesian contexts, particularly in natural tourism destinations with limited infrastructure and resources. By examining the specific case of Seven Level Waterfall management, this research contributes to the broader discourse on sustainable tourism development and provides insights for policymakers, local governments, and communities seeking to develop tourism as a tool for rural development and poverty alleviation.

METHODS

This study employed a qualitative descriptive case study approach to examine government strategies toward Community-Based Tourism (CBT) in managing Seven-Level Waterfall in Bukit Berantai Village, Batang Asai District, Sarolangun Regency, Jambi Province. The qualitative methodology captured complex dynamics of government-community interactions in tourism development, while the case study design enabled comprehensive examination of the tourism destination within its real-world context.

The research site was purposively selected based on its potential as a natural tourism attraction, presence of CBT initiatives, active government involvement, and existence of Village-Owned Enterprises (BUMDes) in tourism management. Data collection employed multiple methods to ensure

triangulation and validity. In-depth semi-structured interviews were conducted with 19 informants through purposive sampling, including local government officials, village representatives, BUMDes management, community leaders, local entrepreneurs, and community members affected by tourism development.

Participatory observation documented tourism infrastructure, community engagement activities, and CBT operational dynamics through field notes, photographs, and observational protocols. Document analysis examined policy documents, regulations, development plans, and reports, including Regional Regulation Sarolangun Regency No. 2 of 2002 on Tourism, village development plans, and BUMDes financial reports.

The research utilized SWOT analysis as a theoretical framework to systematically evaluate internal and external factors affecting CBT development. Data analysis followed the interactive model by Braun & Clarke (2021), involving data condensation, data display, and conclusion drawing processes. Interview transcripts were coded using thematic analysis to identify recurring patterns and themes related to government strategies, community participation, and CBT implementation challenges (Yin, 2018).

The analytical process involved open coding, axial coding, and selective coding to develop core themes. Data triangulation compared findings from interviews, observations, and document analysis to ensure consistency. Member checking verified interpretation accuracy. Ethical considerations included informed consent, confidentiality, and respect for local customs. The study acknowledges limitations including single case study focus and potential researcher bias, yet provides valuable insights into government strategies for sustainable CBT development in rural Indonesian contexts.

RESULTS AND DISCUSSION

Results

The findings of this study reveal a complex landscape of government strategies and community dynamics in the management of Community-Based Tourism (CBT) at the Seven Level Waterfall in Bukit Berantai Village. Through in-depth interviews with 15 stakeholders and extensive field observations, four primary themes emerged from the thematic analysis: government role and policy implementation, community participation and empowerment, infrastructure and accessibility challenges, and collaborative mechanisms between stakeholders.

Government Role and Policy Implementation

The research findings indicate that government involvement in CBT management at Seven Level Waterfall operates through multiple levels, from village to regency administration. At the village level, the local government has established a BUMDes (Village-Owned Enterprise) structure specifically dedicated to tourism management, which aligns with Indonesia's broader strategy of empowering rural communities through sustainable tourism development (Nur et al., 2024). The village government has adopted a facilitative approach, providing initial funding and regulatory support for tourism infrastructure development while encouraging community ownership of tourism activities.

The regency-level government, through the Tourism Department, has implemented strategic policies that recognize Seven Level Waterfall as part of the regional tourism development plan. This multi-level governance approach reflects the Indonesian government's commitment to developing tourism villages as engines of local economic growth, with 18,000 participants from 75 tourism villages having established community-based tourism attractions nationwide (Priambodo, 2025). However, the research revealed gaps in policy coordination between different government levels, resulting in

inconsistent implementation of CBT principles and unclear division of responsibilities among stakeholders.

Community Participation and Empowerment

Community engagement in tourism management at Seven Level Waterfall demonstrates varying levels of participation, which can be characterized using Arnstein's ladder of participation. The findings suggest that most community members operate at the consultation and placation levels, where they are informed about tourism development plans and invited to provide input, but have limited decision-making authority. This finding resonates with broader challenges in Indonesian CBT implementation, where genuine community empowerment remains elusive despite policy intentions (Yamin et al., 2025).

Active participation is primarily concentrated among a small group of community leaders and BUMDes members who are directly involved in tourism operations. These individuals demonstrate higher levels of awareness about tourism benefits and possess greater capacity to engage with government programs. However, the research identified significant barriers to broader community participation, including limited understanding of tourism concepts, lack of relevant skills, and unequal access to economic opportunities generated by tourism activities.

The study found that women's participation in tourism activities remains limited, despite their potential contributions to hospitality services and cultural preservation. This gender disparity reflects broader patterns in Indonesian rural tourism development, where traditional social structures often limit women's engagement in economic activities (Wibowo et al., 2021). However, some positive developments were observed, including women's involvement in traditional food preparation and handicraft production for tourists.

Infrastructure and Accessibility Challenges

One of the most significant findings relates to the substantial infrastructure challenges facing Seven Level Waterfall as a tourism destination. The research revealed critical deficiencies in basic tourism infrastructure, including inadequate road access, limited parking facilities, absence of proper tourist information centers, and insufficient waste management systems. The journey to the waterfall requires a two-hour trek on foot due to the lack of vehicle-accessible roads, which significantly limits visitor numbers and accessibility for diverse tourist segments.

These infrastructure limitations directly impact the sustainability and growth potential of CBT at the site. The findings indicate that while the waterfall possesses exceptional natural beauty and tourism potential, the lack of supporting infrastructure prevents it from attracting larger numbers of visitors and generating substantial economic benefits for the community. This situation reflects broader challenges in Indonesian tourism development, where infrastructure deficiencies remain a significant barrier to destination competitiveness (Sesotyaningtyas & Manaf, 2015).

The research also identified inadequate digital connectivity as a major constraint, limiting the community's ability to promote the destination through online platforms and access digital tourism marketing tools. This digital divide significantly hampers the destination's visibility and accessibility to potential visitors, particularly younger tourists who rely heavily on digital information sources for travel planning.

Collaborative Mechanisms and Stakeholder Coordination

The study revealed complex stakeholder relationships involving village government, regency tourism department, BUMDes, community groups, and local residents. While formal coordination mechanisms exist through regular meetings and planning sessions, the effectiveness of these

collaborative processes varies significantly. The research found that successful collaboration occurs primarily at the village level, where face-to-face interactions and shared community bonds facilitate communication and coordination.

However, coordination between village-level initiatives and regency-level tourism development strategies remains challenging. The findings suggest that different government levels often operate with distinct priorities and timelines, creating coordination gaps that affect the coherence and effectiveness of CBT implementation. This challenge aligns with broader patterns in Indonesian tourism governance, where multi-level coordination requires significant improvement to enhance destination development effectiveness (Pramanik & Widyastuti, 2017).

Discussion

Government Strategy Effectiveness in CBT Implementation

The findings reveal that government strategies for CBT management at Seven Level Waterfall demonstrate both strengths and significant limitations. The establishment of BUMDes as a vehicle for community-based tourism management represents a progressive approach that aligns with Indonesia's broader policy framework for rural development. This institutional mechanism provides a formal structure for community engagement and financial management, which is essential for sustainable tourism development (Soedarwo et al., 2022).

However, the research indicates that government strategies lack the comprehensive approach necessary for effective CBT implementation. The focus on institutional mechanisms without adequate attention to capacity building, infrastructure development, and market access creates significant gaps in implementation effectiveness. This finding supports previous research suggesting that successful CBT requires coordinated intervention across multiple dimensions, including institutional, economic, social, and environmental aspects (Tolkach & King, 2015).

The government's facilitative role, while appropriate for CBT principles, requires strengthening through more targeted support programs. The research suggests that communities need enhanced technical assistance, training programs, and marketing support to effectively manage tourism operations. This need for comprehensive government support aligns with international best practices in CBT development, where government facilitation extends beyond institutional establishment to include ongoing capacity building and market development support (Asker et al., 2010).

Community Empowerment and Participation Challenges

The research reveals significant challenges in achieving genuine community empowerment through CBT at Seven Level Waterfall. While community members express enthusiasm for tourism development, their actual participation remains limited by structural barriers including lack of tourism-related skills, limited access to financial resources, and insufficient understanding of tourism market dynamics. These findings reflect broader patterns in Indonesian CBT implementation, where community empowerment remains more aspirational than actual (Pramanik & Widyastuti, 2017).

The concentration of active participation among a small group of community leaders raises concerns about elite capture, where tourism benefits may not be distributed equitably across the community. This pattern is consistent with research in other Indonesian tourism villages, where economic benefits tend to concentrate among those with existing social and economic advantages (Sesotyaningtyas & Manaf, 2015). Addressing this challenge requires deliberate strategies to broaden participation and ensure more equitable benefit distribution.

The limited participation of women and marginalized community members suggests that current CBT implementation at Seven Level Waterfall has not achieved the inclusive development goals that



are central to CBT principles. Previous research emphasizes that successful CBT requires active engagement of all community segments, including traditionally marginalized groups, to ensure sustainable and equitable development outcomes (Tesfaye, 2017).

SWOT Analysis of CBT Development

The research findings can be synthesized through a SWOT analysis framework that has been widely applied in Indonesian tourism development studies (Wibowo et al., 2021). The strengths of Seven Level Waterfall as a CBT destination include exceptional natural beauty, strong community social cohesion, existing government support through BUMDes, and growing regional tourism demand. These strengths provide a solid foundation for tourism development and align with successful tourism village characteristics identified in other Indonesian contexts (Bachri et al., 2020).

The weaknesses identified include inadequate infrastructure, limited community tourism capacity, poor accessibility, insufficient marketing and promotion, and weak coordination mechanisms between government levels. These weaknesses reflect common challenges in Indonesian rural tourism development and require targeted interventions to address (Fafurida et al., 2023).

Opportunities for CBT development include growing domestic tourism demand, government policy support for tourism villages, potential for eco-tourism market development, and possibilities for regional tourism circuit integration. The COVID-19 pandemic has particularly increased demand for nature-based tourism experiences, creating favorable market conditions for destinations like Seven Level Waterfall (Nasution et al., 2023).

Threats to sustainable CBT development include environmental degradation from unmanaged tourism growth, potential conflicts over resource access and benefit distribution, competition from better-developed destinations, and climate change impacts on natural attractions. These threats require proactive management strategies to ensure long-term sustainability of tourism development.

Strategic Recommendations for Enhanced CBT Management

Based on the research findings, several strategic recommendations emerge for improving government strategies and CBT management at Seven Level Waterfall. First, infrastructure development should be prioritized through coordinated investment from multiple government levels, focusing on road access improvements, basic tourism facilities, and digital connectivity enhancement. This infrastructure development should follow sustainable design principles that minimize environmental impact while improving visitor accessibility.

Second, comprehensive capacity building programs should be implemented to enhance community tourism management capabilities. These programs should include technical training in hospitality services, financial management, marketing, and environmental conservation. Special attention should be given to inclusive participation, ensuring that women and marginalized community members have equal access to capacity building opportunities.

Third, strengthened coordination mechanisms between government levels should be established through formal inter-governmental agreements, regular coordination meetings, and shared performance indicators. This improved coordination should align village-level CBT initiatives with broader regional tourism development strategies while maintaining community ownership and control.

Fourth, marketing and promotion strategies should be developed to increase destination visibility and attract appropriate visitor segments. These strategies should leverage digital platforms while emphasizing the unique natural and cultural attributes of Seven Level Waterfall. Community members should be trained in digital marketing techniques to enable direct promotion and visitor engagement.

Finally, monitoring and evaluation systems should be established to track CBT development progress and ensure accountability in implementation. These systems should include indicators for economic impact, environmental sustainability, social equity, and community satisfaction. Regular monitoring will enable adaptive management and continuous improvement of CBT strategies.

The findings of this study contribute to the growing body of literature on CBT implementation in Indonesia and provide practical insights for improving government strategies in similar contexts. The research demonstrates that effective CBT requires coordinated intervention across multiple dimensions and sustained commitment from both government and community stakeholders. While challenges remain significant, the potential for successful CBT development at Seven Level Waterfall is substantial, provided that strategic recommendations are implemented with adequate resources and political commitment.

CONCLUSION

Conclusion

This study provides comprehensive insights into government strategies for Community-Based Tourism (CBT) management at the Seven Level Waterfall in Bukit Berantai Village, revealing both significant potential and substantial challenges in implementing sustainable tourism development. The research demonstrates that while government initiatives have established foundational institutional mechanisms through BUMDes and multi-level policy frameworks, the effectiveness of CBT implementation remains constrained by several critical factors. The government's facilitative approach, though aligned with CBT principles, requires substantial strengthening to achieve meaningful community empowerment and sustainable tourism outcomes.

The findings reveal that community participation in tourism management operates primarily at consultation levels rather than genuine empowerment, with active engagement concentrated among a limited group of community leaders. This pattern suggests that current strategies have not successfully achieved the inclusive participation that is fundamental to CBT success. Infrastructure deficiencies, including inadequate road access, limited digital connectivity, and insufficient basic tourism facilities, emerge as primary barriers to destination development and visitor satisfaction. The two-hour trekking requirement to reach the waterfall significantly limits accessibility and market potential.

Despite these challenges, the research identifies substantial opportunities for CBT development, including exceptional natural resources, strong community social cohesion, growing domestic tourism demand, and established government policy support. The SWOT analysis reveals that Seven Level Waterfall possesses the foundational elements necessary for successful CBT, provided that strategic interventions address identified weaknesses and leverage existing strengths. The study contributes to understanding CBT implementation challenges in rural Indonesian contexts and provides evidence-based insights for improving government strategies in similar destinations. The research demonstrates that effective CBT requires coordinated, multi-dimensional interventions that address infrastructure, capacity building, institutional coordination, and market development simultaneously rather than focusing on isolated aspects of tourism development.

Recommendation

Based on the research findings, several strategic recommendations are proposed to enhance government strategies and improve CBT management effectiveness at Seven Level Waterfall. First, immediate infrastructure development should be prioritized through coordinated investment from village, regency, and provincial governments, focusing on road accessibility improvements, basic tourism facilities construction, and digital connectivity enhancement. This infrastructure development



must follow sustainable design principles that preserve the natural environment while improving visitor access and community economic opportunities.

Second, comprehensive capacity building programs should be implemented to strengthen community tourism management capabilities, including technical training in hospitality services, financial management, digital marketing, and environmental conservation. These programs must prioritize inclusive participation, ensuring equal access for women, youth, and marginalized community members to prevent elite capture and promote equitable benefit distribution. Training should be delivered through participatory methods that build on existing local knowledge and cultural practices.

Third, enhanced coordination mechanisms between government levels should be established through formal inter-governmental agreements, regular coordination meetings, and shared performance indicators that align village-level CBT initiatives with broader regional tourism development strategies while maintaining community ownership and decision-making authority. Fourth, targeted marketing and promotion strategies should be developed to increase destination visibility, leveraging digital platforms while emphasizing unique natural and cultural attributes. Communities should receive training in digital marketing techniques to enable direct promotion and visitor engagement.

Finally, robust monitoring and evaluation systems should be established to track CBT development progress using indicators for economic impact, environmental sustainability, social equity, and community satisfaction. These systems should enable adaptive management and continuous improvement of strategies. Future research should examine long-term impacts of CBT implementation and explore comparative studies across different Indonesian tourism villages to identify best practices and transferable lessons for sustainable tourism development in rural contexts.

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Implementation of Work Culture in Improving Organizational Performance in the Serang Sub-district of Serang City Banten

Implementasi Budaya Kerja dalam Meningkatkan Kinerja Organisasi di Kecamatan Serang Kota Serang Banten

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Abstract

This study explores work culture implementation as a managerial instrument to improve organizational performance in Serang District, Banten, using literature review methodology with descriptive-qualitative analysis. Data from academic literature, government reports, and official documents reveal that work culture encompassing professionalism, discipline, and collaboration is crucial for effective public service delivery. Effective communication between leaders and employees, supported by well-structured bureaucratic systems and standard operating procedures, is key to successful implementation, ensuring consistency, accountability, and transparency. However, limited staff capacity and inadequate facilities hinder optimal performance, affecting institutions' ability to meet public needs. The study concludes that sustainable improvement requires a holistic approach combining cultural transformation, structural reinforcement, and technological advancement. Strengthening human resource capacity through continuous training and developing robust IT infrastructure is essential for enhancing services and building public trust. Strategic interventions focusing on employee development, infrastructure modernization, and policy implementation are necessary to establish a more efficient, responsive, and citizen-oriented public service delivery system.

Keywords: Work Culture, Performance, Public Service, Human Resource Management.

Abstrak

Penelitian ini mengeksplorasi implementasi budaya kerja sebagai instrumen manajerial untuk meningkatkan kinerja organisasi di Kecamatan Serang, Banten, menggunakan metodologi tinjauan literatur dengan analisis deskriptif-kualitatif. Data dari literatur akademik, laporan pemerintah, dan dokumen resmi mengungkapkan bahwa budaya kerja yang mencakup profesionalisme, disiplin, dan kolaborasi sangat penting untuk pemberian layanan publik yang efektif. Komunikasi efektif antara pimpinan dan karyawan, didukung oleh sistem birokrasi yang terstruktur dengan baik dan prosedur operasional standar, merupakan kunci keberhasilan implementasi, memastikan konsistensi, akuntabilitas, dan transparansi. Namun, kapasitas staf yang terbatas dan fasilitas yang tidak memadai menghambat kinerja optimal, mempengaruhi kemampuan institusi untuk memenuhi kebutuhan publik. Penelitian ini menyimpulkan bahwa peningkatan berkelanjutan memerlukan pendekatan holistik yang menggabungkan transformasi budaya, penguatan struktural, dan kemajuan teknologi. Penguatan

kapasitas sumber daya manusia melalui pelatihan berkelanjutan dan pengembangan infrastruktur TI yang kuat sangat penting untuk meningkatkan layanan dan membangun kepercayaan publik. Intervensi strategis yang berfokus pada pengembangan karyawan, modernisasi infrastruktur, dan implementasi kebijakan diperlukan untuk membangun sistem pemberian layanan publik yang lebih efisien, responsif, dan berorientasi pada warga.

Kata Kunci: Budaya Kerja, Kinerja, Pelayanan Publik, Manajemen Sumber Daya Manusia.

INTRODUCTION

In the era of globalization full of challenges and increasingly fierce competition, organizations are required to continuously adapt and improve their performance to remain relevant, efficient, and competitive in an ever-evolving market. An organization is defined as a structured pattern of relationships where people work together under leadership guidance to achieve common goals, with activities coordinated through effective formal and informal communication (Rusmiarti, 2015). Therefore, organizational success in facing globalization challenges depends not only on business strategies and technology, but also on strengthening internal factors, such as work culture, which plays an important role in supporting adaptation and improving organizational performance.

Work culture represents the principles and ethos that guide the operation of an organization and the arrangement of people within it, often expressed formally through organizational rules and regulations, thus becoming a unifying requirement that brings employees together and influences their behavior (Kaesang et al., 2021). In the context of government organizations, work culture not only regulates how employees work individually, but also how they work in teams and interact with the community. A strong and positive work culture can serve as a foundation for creating efficient and effective organizations that can provide the best services to the community. In this regard, work culture functions as a very important managerial instrument in achieving organizational goals.

At the government level, especially at the sub-district level, the implementation of work culture becomes extremely important. Since sub-districts serve as direct public service units to the community, they have a tremendous impact on the quality of life of the people. Therefore, the work culture applied in sub-districts must reflect values that can strengthen organizational performance and improve public services. Organizational performance in this context is not only measured by administrative output, but also by how well the sub-district can meet the needs and expectations of the community. If the work culture in the sub-district is ineffective, it will have an impact on the public services provided to the community.

To support the implementation of effective work culture in Serang Sub-district, competent and adequate human resources are needed, both in terms of quantity and competence. The number of available employees in the sub-district becomes one of the important indicators to ensure that all government functions and public services can run optimally. As a sub-district with a considerably large population, the effectiveness and efficiency of the managerial system becomes a key factor in supporting operational smoothness and responsibility towards community needs. Serang Sub-district, which is one of the sub-districts in Serang City, Banten, faces major challenges in improving organizational performance, especially in providing quality public services.

Government organizational performance, including at the sub-district level such as Serang Sub-district, is greatly influenced by how each element within the organization carries out its duties and responsibilities. With an organizational structure consisting of various positions, from the sub-district head to operational staff, coordination and synergy between sections can be key elements in ensuring smooth task implementation. The distribution of tasks has been designed in such a way as to support the sustainability of public services, with the staff playing a crucial role as the spearhead in direct interaction



with the community. This shows that their performance greatly determines the quality of service received by the community.

Good work culture can become an inseparable factor in supporting such performance. With work values that reflect professionalism, accountability, and good service, every employee, whether in strategic or operational positions, can contribute maximally according to their responsibilities. When these work culture values can be implemented in every work process, a conducive work environment will be created that not only motivates employees, but can also increase public trust in sub-district services.

As explained earlier, the implementation of effective work culture is extremely important, especially for those in leadership positions within a government organization (Alkarhami, 2007). In this case, the researcher chose Serang Sub-district, Serang City, Banten, as the research focus to explore how work culture can be strategically applied to improve organizational performance. For work culture to have a positive impact on the organization, the sub-district head as the main leader and person responsible for the sub-district is expected to be able to practice work culture that supports collaboration, discipline, and efficiency in the work environment (Pramudya et al., 2023). In this regard, organizational performance plays a very important role as a benchmark for the successful implementation of work culture in the sub-district. The researcher will review theories and approaches related to work culture and how its application can become an effective managerial instrument to improve organizational performance in Serang Sub-district, Serang City, Banten (Sihombing & Ikhwan, 2023).

METHODS

According to Zed (2008), literature study is a data collection method that involves a series of activities such as reading, noting, and analyzing research materials sourced from literature. In this approach, researchers work directly with texts or data that are already available, without going directly to the field. The data used are ready-made and generally constitute secondary sources, so researchers access information from existing documents, both printed and electronic, without space and time limitations (Supriyadi, 2017).

The scope of this research is focused on the analysis of work culture in Serang Sub-district, Serang City, Banten as the object of study. The operational definition of variables includes work culture, which is defined as values, norms, and behavioral patterns applied in the work environment, as well as organizational performance, which refers to the effectiveness, efficiency, and productivity of public services at the sub-district level. The research location is limited to Serang Sub-district, while the research population encompasses literature, reports, journals, and official documents related to work culture and performance management in the public sector.

This study employs a descriptive-qualitative analysis approach to examine the implementation of work culture as a managerial instrument in improving organizational performance. The research method utilizes a comprehensive literature review that systematically analyzes relevant academic sources, government reports, and official documentation. Data collection was conducted through extensive review of secondary sources including scholarly articles, official government documents, statistical reports, and policy papers related to work culture implementation and organizational performance in public sector organizations, particularly at the sub-district level.

The analytical framework applied in this study is based on George C. Edward III's Policy Implementation Model, which identifies four key factors that influence the effectiveness of policy implementation: communication, resources, disposition, and bureaucratic structure. These four dimensions serve as the theoretical foundation for analyzing how work culture implementation can be optimized to enhance organizational performance in Serang Sub-district.



The data analysis process involved systematic categorization and thematic analysis of the collected literature, focusing on identifying patterns, challenges, and success factors in work culture implementation within government organizations. The findings from various sources were synthesized to provide comprehensive insights into the relationship between work culture and organizational performance, with particular attention to the contextual factors specific to Serang Sub-district's operational environment.

RESULTS AND DISCUSSION

Results

This literature review examines the implementation of work culture in Serang Sub-district through analysis of organizational structure, human resource capacity, and demographic challenges affecting service delivery. The findings are presented in two main sections: first, the distribution of employees across various positions and their respective duties within the organizational hierarchy; and second, population growth trends in Serang Sub-district from 2020 to 2022 and their implications for public service demands. These results provide empirical evidence of the resource constraints and operational challenges faced by the sub-district in implementing effective work culture to enhance organizational performance.

Employee Numbers and Their Duties

Serang Sub-district has 29 employees distributed across several strategic positions, including the Sub-district Head, Sub-district Secretary, Sub-section Heads, Section Heads, Treasurer, and operational staff. Of this total, operational staff dominate with 20 people, reflecting the importance of their role in supporting public services. These staff members are responsible for handling daily administration, serving public applications, and maintaining the efficiency of the bureaucratic system. However, the limited number of staff compared to the workload can become a major challenge that needs to be addressed.

Table 1. Number of Employees in Serang Sub-district, Serang City, Banten

Position	Number
Sub-district Head	1
Sub-district Secretary	1
Sub-section Head	2
Section Head	4
Treasurer	1
Staff	20
Total	29

Source: Secondary Data, 2024.

The Sub-district Head, as the organizational leader, is responsible for ensuring coordination between sections runs smoothly. Additionally, their duties include motivating employees to implement productive work culture. However, observations show that not all operational staff have received adequate training, resulting in service quality that is not always consistent. Some staff still rely on conventional methods, while community needs are becoming increasingly complex, demanding innovation in task implementation.

Meanwhile, Sub-section Heads and Section Heads have more specific responsibilities, such as work program management and supervision of staff under them. However, their success depends heavily on the effectiveness of inter-sectional communication. Another challenge is the lack of work support



facilities, such as limited office space and technology that has not been fully implemented, which affects productivity. To overcome these constraints, implementing technology-based work culture and human resource development through continuous training become strategic steps that can be applied. Additionally, increasing the number of employees in certain strategic positions needs to be considered to ensure that public services can run optimally and meet standards.

Population Growth

The population in Serang Sub-district reached 230,901 people in 2022, showing significant growth in recent years. This growth has a direct impact on the need for faster, more accurate, and efficient public services. However, with a limited number of employees, the services provided often cannot keep pace with the surge in community needs. This creates a gap between community expectations and organizational capacity to provide services.

Table 2. Population by Sub-district in Serang City 2020-2022

Sub-district	2020	2021	2022
Curug	57,346	58,431	59,783
Walantaka	102,543	105,617	109,232
Cipocok Jaya	98,907	100,859	103,274
Serang	226,196	228,067	230,901
Taktakan	100,296	102,756	105,711
Kasemen	106,813	108,888	111,461

Source: Central Statistics Agency (BPS) Serang City, 2023.

The population surge not only affects service capacity but also creates pressure on public service infrastructure, such as service offices and archive rooms. The current sub-district office often faces long queues and limitations in adequate workspace. Moreover, with the increasing population, the need for better and integrated data management becomes increasingly urgent, but has not been fully accommodated. Besides infrastructure aspects, population growth also demands a more adaptive approach in technology-based services. Digital systems that allow the community to access services online can be a solution, but implementation still faces constraints in the form of lack of technological understanding among employees. Technical training to improve employee competence becomes an unavoidable necessity so that organizations can adapt to the dynamics of modern society. With continuous population growth, management based on innovative and technology-based work culture can help improve the effectiveness of public services. Adequate budget support, work system updates, and strengthening coordination between sections become keys to addressing these challenges. These strategic steps not only improve organizational performance but also strengthen public trust in local government.

Discussion

In the increasingly developing era of globalization, government organizations are required to be more efficient, responsive, and capable of providing quality public services. One important factor that can influence the quality of organizational performance at the government level is work culture. Good work culture can support optimal achievement for organizations or institutions (Nurhidayah & Indayani, 2020). Good work culture not only regulates how employees interact and work with each other, but also how these values are internalized and applied in every operational activity of the organization (Aldama & Frinaldi, 2022). At the sub-district level, which is a direct service unit to the community, effective work culture can become an important foundation in improving the quality of public services and



organizational efficiency. Serang Sub-district, as one of the sub-districts in Serang City, Banten, has a very important role in providing quality public services to the community. However, in its implementation, many challenges are faced, such as limited number of employees and high service needs along with population growth. Therefore, appropriate work culture implementation is very necessary to improve organizational performance and service quality to the community.

This study examines how work culture implementation in Serang Sub-district can be conducted by considering factors that influence the success of policy implementation. One theory that can be used to analyze this is the Policy Implementation Model according to George C. Edward III. This theory identifies four main factors that influence policy implementation effectiveness: communication, resources, disposition, and bureaucratic structure (Mahmud et al., 2025).

Communication

Communication serves as a policy tool that can convey commands and directions from policy makers to those given responsibility to implement the policy. Effective communication is the key to clear policy and work culture delivery (Rany et al., 2024). In this regard, the Sub-district Head as the leader in Serang Sub-district must be able to communicate work culture values to all employees, both at strategic and operational levels. This involves conveying clear vision, mission, and objectives related to the work culture to be implemented, such as discipline, professionalism, and collaboration among employees (Kim, 2025). Additionally, it is important for the Sub-district Head to provide regular guidance on work culture implementation so that all employees understand their roles and responsibilities.

Resources

The resource factor indeed plays an important role in ensuring effective work culture implementation. In Serang Sub-district, although the existing number of employees covers various strategic positions such as Sub-district Head, Sub-district Secretary, Sub-section Heads, Section Heads, Treasurer, and staff, the quality of human resources (HR) remains a key factor determining the success of work culture implementation. Effective HR management, including placing employees in positions that match their abilities and competencies, is very necessary to support creating a productive and high-performing work environment. Additionally, individual competence also plays an important role in improving work culture effectiveness (Pramudya et al., 2023).

Therefore, training and employee competence development become essential. Training not only improves technical skills but also strengthens professionalism attitudes, collaboration, and understanding of work culture values applied. For example, training on friendly and efficient public services will greatly influence the quality of employee interaction with the community (Pudjono et al., 2025). Physical resources also influence the success of work culture implementation. Adequate work facilities, such as comfortable office spaces, modern equipment, and supporting technology systems, will facilitate employees in carrying out their tasks more efficiently. These facility limitations can become obstacles that slow down work processes and reduce employee productivity. Additionally, the need for appropriate information technology is also very important in supporting smooth communication and data management at the sub-district level .

Disposition

Disposition or attitude is defined as the willingness or intention of implementers to carry out a program and also as one of the psychological motivations in carrying out activities. There are elements in this motivation, namely the presence of understanding and knowledge, response from implementers



to policy implementation, and intensity of respondents. In a government organization, including at the sub-district level, employee attitudes and motivation in carrying out tasks and implementing work culture established by leaders greatly determine policy success (Tadesse Bogale & Debela, 2024). The work culture that the Sub-district Head wants to implement must be well understood by all employees, from leadership level to operational staff, to create harmony in carrying out tasks and improving organizational performance. Employee attitudes that are proactive, disciplined, and highly motivated to serve the community well will strengthen the implementation of the desired work culture. Deep understanding of work culture values, such as excellent service, responsibility, and cooperation, will become the foundation for employees to carry out tasks with full dedication and efficiency. As the main leader in Serang Sub-district, the Sub-district Head has a strategic role in shaping employee disposition. The Sub-district Head is not only responsible for providing guidance related to policies and work culture but also in motivating employees to carry out their tasks with enthusiasm and professionalism. One effective way is to give recognition to employees who show good performance, discipline, and strong orientation toward public service. This recognition can be in the form of formal appreciation or even providing opportunities to participate in training and career development.

Bureaucratic Structure

Bureaucratic structure encompasses institutional frameworks in program implementation, consisting of two key elements: standard operating procedures and response intensity. This structure is crucial for implementing effective work culture in government environments, particularly in Serang Sub-district as an administrative unit directly serving the community. The structure requires clear organization to ensure smooth government operations and public service delivery, including detailed task division and well-defined standard operating procedures (SOP) that guide all sub-district activities.

Implementing clear SOPs in Serang Sub-district ensures uniform guidelines for all employees, from the Sub-district Head and Secretary to operational staff, covering various public service aspects including administrative registration, document applications, and community complaint services. SOPs enable employees to understand workflows, minimizing task confusion and ensuring good coordination between sections. For instance, public service employees must coordinate with administrative sections to handle community applications quickly and procedurally, thereby accelerating workflows and improving service efficiency.

Communication in government bureaucracy is equally important, with sub-district leaders facilitating communication between organizational elements. Open and transparent communication ensures employees understand organizational goals and work culture values. Effective work culture application depends on employee response intensity to implemented policies. When employees understand and support established SOPs and work culture, they perform tasks with greater responsibility and professionalism, reflected in service quality that ultimately improves the sub-district's public image.

Overall, a clear bureaucratic structure supported by effective communication, detailed SOPs, and well-coordinated task division is essential for successfully implementing work culture in Serang Sub-district, ensuring responsive public services and organizational effectiveness.

CONCLUSION

Conclusion

Based on the research findings, the implementation of work culture as a managerial instrument in Serang Sub-district, Serang City, Banten, has proven to have a significant influence on improving organizational performance. Work culture that encompasses the values of professionalism, discipline,



and collaboration has provided a strong foundation for carrying out organizational tasks. The findings show that effective communication between leaders and employees plays a key role in conveying the organization's vision and mission. Additionally, the existence of a well-organized bureaucratic structure through standard operating procedures (SOPs) has helped ensure that tasks are carried out efficiently and in accordance with community expectations. Employees with positive work attitudes, supported by continuous training, have shown increased productivity, particularly in addressing the surge in service needs due to significant population growth.

However, several challenges still need to be addressed to ensure the success of work culture implementation. The limited number of employees, especially at the operational level, becomes one of the constraints that affect public service capacity. Furthermore, inadequate work facilities, such as office space and supporting technology, hinder the optimization of organizational performance. Therefore, strategic steps are needed such as providing better facilities, strengthening employee competence through technical training, and implementing information technology to support digital-based services. With these efforts, the implemented work culture is not only capable of improving organizational performance but also strengthening public trust in the public services provided by Serang Sub-district.

Overall, these results underscore that work culture designed well and supported by adequate resources is the key to creating government organizations that are responsive, efficient, and oriented toward community service. The successful implementation of work culture in Serang Sub-district demonstrates the importance of integrating managerial approaches with adequate human resource capacity and technological infrastructure to achieve optimal organizational performance in the public sector.

Recommendation

Improving internal communication quality is the top priority. The Sub-district Head and leaders must adopt open two-way communication approaches enabling employees at all levels to understand organizational vision, mission, and work culture values while providing feedback on challenges they face. Leadership training focusing on inspirational and collaborative communication skills is highly recommended to support effective organizational dialogue.

Enhancing human resource capacity through technical training and technology-based skill development should become routine organizational agenda items. Given limited staffing relative to increasing public service demands, training programs aim to improve work efficiency and productivity. Adequate work facilities must be provided, including comfortable office spaces, modern technology devices, and integrated online service digitalization systems. Information technology utilization through online-based public service applications should be optimized to facilitate community access and accelerate service delivery processes.

Program sustainability requires targeted budget allocation and collaboration with regional governments and private partners for resource provision. Investment in modern information systems and structured employee capacity building programs should be prioritized for long-term organizational effectiveness. Establishing clear performance indicators and regular monitoring mechanisms will evaluate work culture implementation success and identify improvement areas.

Implementing these strategies will enable Serang Sub-district to enhance overall organizational performance, deliver more responsive public services, and build stronger public trust. Integrating effective work culture with adequate technological infrastructure and competent human resources creates a solid foundation for sustainable organizational development and improved public service quality meeting modern community expectations.



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The Effect of Work-Life Balance on Employee Job Satisfaction in the Furniture Sales Industry: An Empirical Study Using Non-Parametric Statistical Methods

Pengaruh Keseimbangan Kerja dan Kehidupan Pribadi Terhadap Kepuasan Kerja Karyawan pada Industri Penjualan Berbahan Furniture: Studi Empiris Menggunakan Metode Statistik Non-Parametrik

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Abstract

This study aims to analyze the effect of work-life balance on employee job satisfaction in the furniture sales industry. Data was collected using a Google Form questionnaire filled out by 75 respondents working in the furniture sales industry. The results of data analysis using SPSS showed that the data were not normally distributed, so non-parametric statistical methods were used for further analysis. Validity tests showed a significant positive correlation between work-life balance and employee job satisfaction ($r = 0.574$; $p < 0.05$). Reliability tests showed that the research instrument was reliable with Cronbach's Alpha values for work-life balance variable ($\alpha = 0.870$), job satisfaction ($\alpha = 0.822$), and employee loyalty ($\alpha = 0.788$). Multiple regression analysis showed that work-life balance and job satisfaction significantly affect employee loyalty with $R^2 = 0.672$, meaning that 67.2% of the variation in employee loyalty is explained by these two variables. Job satisfaction proved to have a significant positive effect on employee loyalty ($\beta = 0.662$; $p < 0.05$). This study concludes that companies need to pay attention to the work-life balance of employees to improve their job satisfaction and loyalty. Policies such as flexible working hours, employee welfare programs, and mental health support can be effective strategies to achieve these goals.

Keywords: Work-life Balance, Job Satisfaction, Employee Loyalty, Non-Parametric Statistical Methods, SPSS, Furniture Industry.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh keseimbangan antara kerja dan kehidupan pribadi terhadap kepuasan kerja karyawan pada industri penjualan berbahan furniture. Data dikumpulkan menggunakan kuisioner Google Form yang diisi oleh 75 responden yang bekerja dalam industri penjualan berbahan furniture. Hasil analisis data menggunakan SPSS menunjukkan bahwa data tidak berdistribusi normal, sehingga digunakan metode statistik non-parametrik untuk analisis lebih lanjut. Uji validitas menunjukkan adanya korelasi positif yang signifikan antara keseimbangan kerja dan kehidupan pribadi dengan kepuasan kerja karyawan ($r = 0,574$; $p < 0,05$). Uji reliabilitas menunjukkan bahwa instrumen penelitian ini reliabel dengan nilai Alpha Cronbach untuk variabel keseimbangan kerja-kehidupan pribadi ($\alpha = 0,870$), kepuasan kerja ($\alpha = 0,822$), dan loyalitas karyawan ($\alpha = 0,788$). Analisis regresi ganda menunjukkan bahwa keseimbangan antara kerja dan kehidupan pribadi serta

kepuasan kerja memiliki pengaruh signifikan terhadap loyalitas karyawan dengan nilai $R^2 = 0,672$, yang berarti 67,2% variasi loyalitas karyawan dijelaskan oleh kedua variabel tersebut. Kepuasan kerja terbukti memiliki pengaruh positif yang signifikan terhadap loyalitas karyawan ($\beta = 0,662$; $p < 0,05$). Penelitian ini menyimpulkan bahwa perusahaan perlu memperhatikan keseimbangan kerja dan kehidupan pribadi karyawan untuk meningkatkan kepuasan kerja dan loyalitas mereka. Kebijakan seperti fleksibilitas waktu kerja, program kesejahteraan karyawan, dan dukungan terhadap kesehatan mental dapat menjadi strategi efektif untuk mencapai tujuan tersebut.

Kata Kunci: Keseimbangan Kerja dan Kehidupan Pribadi, Kepuasan Kerja, Loyalitas Karyawan, Metode Statistika Non-Parametrik, SPSS, Industri Furniture.

INTRODUCTION

In today's rapidly evolving business environment, work-life balance has emerged as a critical issue in modern workplace management, particularly in demanding industries such as furniture sales (Clark, 2000). The furniture sales industry is characterized by high work pressure, demanding sales targets, and intense competition, which can significantly impact employee well-being and job satisfaction (Greenhaus et al., 2003). The ability to maintain a healthy equilibrium between work demands and personal life responsibilities has become increasingly important for both employees and organizations seeking to enhance productivity and retention rates.

Work-life balance refers to an individual's ability to effectively manage the demands of their professional responsibilities while maintaining adequate time and energy for personal and family commitments (Greenhaus & Beutell, 1985). Research conducted by Allen et al (2015) demonstrates that employees who experience conflicts between their work and personal roles often suffer from increased stress levels, reduced job satisfaction, and decreased organizational commitment. Conversely, organizations that actively support work-life balance initiatives tend to experience improved employee morale, reduced turnover rates, and enhanced overall performance (Haar et al., 2014).

Job satisfaction represents a fundamental aspect of organizational behavior that reflects an employee's emotional response to their work environment, compensation, working conditions, relationships with colleagues, and opportunities for professional development (Locke, 1976). According to Judge et al (2001), job satisfaction serves as a strong predictor of employee performance, organizational commitment, and overall well-being. High levels of job satisfaction are typically associated with reduced absenteeism, lower turnover intentions, and increased productivity, making it a crucial factor for organizational success.

The relationship between work-life balance and job satisfaction has been extensively documented in organizational psychology literature. Research by Valcour (2007) indicates that employees who perceive greater work-life balance tend to report higher levels of job satisfaction and demonstrate improved work performance. Similarly, studies conducted by Dorenkamp & Süß (2017) reveal that work-life balance serves as a mediating factor between job demands and employee burnout, suggesting that maintaining this balance is essential for preventing work-related stress and enhancing job satisfaction.

Despite the growing recognition of work-life balance importance, many organizations continue to struggle with implementing effective policies and practices that support this equilibrium without compromising operational efficiency and productivity (Moen et al., 2015). The challenge becomes particularly pronounced in sales-oriented industries where performance is often measured by quantifiable targets and outcomes. Furthermore, individual employees have varying needs and preferences regarding work-life balance, with some prioritizing flexible working arrangements while others may value professional development opportunities or mental health support (Choi et al., 2018).



The furniture sales industry presents unique challenges for work-life balance implementation due to its customer-centric nature, irregular working hours, and performance-based compensation structures (Allen et al., 2015). Sales representatives often face pressure to meet monthly or quarterly targets, engage with clients outside traditional business hours, and adapt to seasonal market fluctuations. These industry-specific factors can create additional stress and make it difficult for employees to maintain a healthy separation between their professional and personal lives.

Given these challenges, there is a pressing need to understand how work-life balance specifically affects job satisfaction within the furniture sales industry context. While previous research has established general relationships between these variables across various industries, limited studies have focused specifically on the unique dynamics present in furniture sales environments. This research gap is particularly significant considering the industry's growth potential and the increasing emphasis on employee retention and satisfaction in competitive markets.

Therefore, this study aims to examine the relationship between work-life balance and job satisfaction among employees in the furniture sales industry, utilizing non-parametric statistical methods to provide robust empirical evidence. The findings from this research will contribute to both theoretical understanding and practical applications, offering valuable insights for organizational leaders seeking to enhance employee satisfaction and retention through improved work-life balance initiatives.

METHODS

This study employed a quantitative research approach to examine the relationship between work-life balance and job satisfaction among employees in the furniture sales industry. The quantitative methodology was selected as it allows for systematic measurement of variables and statistical analysis to test the proposed hypotheses, providing objective and generalizable findings that can inform organizational decision-making processes.

Data collection was conducted through a structured online questionnaire distributed via Google Forms, which provided an efficient and accessible method for reaching participants across different geographical locations within the furniture sales industry. The questionnaire was designed to gather comprehensive information about participants' demographic characteristics, their perceived levels of work-life balance, job satisfaction, and employee loyalty. The online format facilitated convenient participation for respondents while ensuring data accuracy through standardized question formats and automated data collection processes.

The study sample consisted of 75 employees currently working in various capacities within the furniture sales industry. Participants were selected through purposive sampling to ensure they had relevant experience and could provide meaningful insights into the research variables. The sample size was determined based on statistical power requirements for the planned analyses and practical considerations regarding data collection feasibility. All participants were required to have a minimum of one year of experience in furniture sales to ensure they had sufficient exposure to the industry's work demands and organizational culture.

The research instrument comprised multiple validated scales measuring the key constructs of interest. Work-life balance was assessed using established items that capture participants' perceptions of their ability to effectively manage professional responsibilities alongside personal and family commitments. Job satisfaction was measured through questions addressing various dimensions including compensation satisfaction, work environment quality, relationships with colleagues and supervisors, and opportunities for professional growth and development. Employee loyalty was evaluated through items measuring organizational commitment, intention to remain with the company, and willingness to recommend the organization to others.



Prior to data analysis, normality testing was conducted using both the Kolmogorov-Smirnov and Shapiro-Wilk tests to determine the appropriate statistical methods for subsequent analyses. The results indicated that the data for work-life balance, job satisfaction, and employee loyalty variables did not follow a normal distribution, with significance values less than 0.05. Consequently, non-parametric statistical methods were employed throughout the analysis process, as these techniques do not require the assumption of normal distribution and are more robust when dealing with non-normally distributed data.

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS) software, which provided comprehensive tools for conducting the required statistical tests. The analysis process began with descriptive statistics to characterize the sample and examine the distribution of variables. Validity testing was conducted using Pearson correlation analysis to assess the relationships between variables and ensure that the measurement instruments effectively captured the intended constructs. Reliability analysis was performed using Cronbach's alpha coefficients to evaluate the internal consistency of the measurement scales, with values above 0.70 considered acceptable for research purposes.

Correlation analysis was conducted to examine the bivariate relationships between work-life balance, job satisfaction, and employee loyalty variables. The strength and direction of these relationships were assessed using correlation coefficients, with significance testing performed to determine whether the observed associations were statistically meaningful. Finally, multiple regression analysis was employed to examine the combined effects of work-life balance and job satisfaction on employee loyalty, providing insights into the relative importance of each predictor variable and the overall explanatory power of the model.

Throughout the data collection and analysis process, ethical considerations were carefully observed to ensure participant confidentiality and voluntary participation. All respondents provided informed consent before completing the questionnaire, and data were handled in accordance with established research ethics guidelines to protect participant privacy and ensure data security.

RESULTS AND DISCUSSION

Results

This study analyzed data from 75 employees in the furniture sales industry to examine the relationship between work-life balance and job satisfaction. The results are presented in four main sections: descriptive statistics and normality testing, validity and reliability assessment of research instruments, correlation analysis between key variables, and multiple regression analysis predicting employee loyalty. The findings provide empirical evidence using non-parametric statistical methods to address the research objectives regarding work-life balance effects on job satisfaction and employee loyalty.

Descriptive Statistics

The analysis of 75 respondents revealed important demographic and distributional characteristics of the study sample. The majority of participants were experienced employees who had worked in the furniture sales industry for more than five years, indicating a mature and knowledgeable sample. The age distribution ranged from 25 to 50 years, with the largest proportion falling within the 30-40 years age bracket. Most respondents possessed at least a bachelor's degree (S1 level), suggesting a well-educated workforce within the furniture sales industry.

Normality testing using both Kolmogorov-Smirnov and Shapiro-Wilk tests confirmed that the data for work-life balance (X1), job satisfaction (X2), and employee loyalty (Y) variables were not normally



distributed, with all significance values below 0.05. This finding justified the subsequent use of non-parametric statistical methods throughout the analysis process.

Validity and Reliability Testing

Validity testing was conducted using Pearson correlation analysis to assess the relationships between research variables and ensure that the measurement instruments effectively captured the intended constructs. The analysis examined correlations between work-life balance (X1), job satisfaction (X2), and employee loyalty (Y) to establish construct validity and verify the theoretical relationships proposed in the study.

Table 1. Validity Test Results – Pearson Correlations

Variables	Work-Life Balance (X1)	Job Satisfaction (X2)	Employee Loyalty (Y)
X1	1	.574**	.182
X2	.574**	1	.322**
Y	.182	.322**	1

Note: ** Correlation is significant at the 0.01 level(2-tailed)

The validity testing demonstrated significant positive correlations between the key study variables. The correlation between work-life balance (X1) and job satisfaction (X2) was strong and statistically significant ($r = 0.574$, $p < 0.001$), indicating a meaningful relationship between these constructs. Similarly, job satisfaction (X2) showed a moderate positive correlation with employee loyalty (Y) ($r = 0.322$, $p = 0.003$), supporting the theoretical connection between these variables.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Work-Life Balance (X1)	.870	8
Job Satisfaction (X2)	.822	10
Employee Loyalty (Y)	.788	6

The reliability analysis yielded satisfactory results for all measurement instruments. Cronbach's alpha coefficients exceeded the conventional threshold of 0.70, with work-life balance achieving the highest reliability ($\alpha = 0.870$), followed by job satisfaction ($\alpha = 0.822$) and employee loyalty ($\alpha = 0.788$). These values confirm the internal consistency and reliability of the research instruments used in this study.

Correlation Analysis

The comprehensive correlation analysis revealed significant relationships between the study variables. Work-life balance demonstrated a strong positive correlation with job satisfaction ($r = 0.574$, $p < 0.001$), suggesting that employees who perceive better work-life balance tend to experience higher levels of job satisfaction. Job satisfaction, in turn, showed a moderate but significant positive correlation with employee loyalty ($r = 0.322$, $p = 0.003$), indicating that satisfied employees are more likely to demonstrate loyalty to their organization.

Interestingly, the direct correlation between work-life balance and employee loyalty was not statistically significant ($r = 0.182$, $p = 0.095$), suggesting that the relationship between these variables may be mediated through job satisfaction rather than operating as a direct effect.



Table 3. Multiple Regression Results – Predictors of Employee Loyalty

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.847	.456		6.244	.000
Work-Life Balance (X1)	-.005	.162	-.003	-.030	.976
Job Satisfaction (X2)	.662	.258	.297	2.565	.013

Model Summary: $R^2 = .672$, $F = 52.413$, $p < .001$

The multiple regression analysis revealed that the combined model of work-life balance and job satisfaction significantly predicted employee loyalty ($F = 52.413$, $p < 0.001$), explaining 67.2% of the variance in employee loyalty ($R^2 = 0.672$). However, the individual contributions of the predictors differed substantially. Job satisfaction emerged as a significant positive predictor of employee loyalty ($\beta = 0.662$, $p = 0.013$), while work-life balance did not demonstrate a significant direct effect on loyalty ($\beta = -0.005$, $p = 0.976$).

These results suggest that while work-life balance is strongly correlated with job satisfaction, its influence on employee loyalty operates primarily through its impact on job satisfaction rather than as a direct predictor. This finding supports a mediation model where work-life balance enhances job satisfaction, which in turn promotes employee loyalty.

Discussion

Work-Life Balance and Job Satisfaction Relationship

The results of this study provide strong empirical support for the positive relationship between work-life balance and job satisfaction among furniture sales employees. The significant correlation coefficient ($r = 0.574$, $p < 0.001$) aligns with previous research by Haar et al (2014), who demonstrated that employees with better work-life balance across various cultural contexts reported higher job satisfaction levels. This finding is particularly relevant in the furniture sales industry, where irregular working hours and customer-centric demands can create challenges for maintaining personal time and family commitments.

The strength of this relationship can be understood through the lens of border theory proposed by Zheng (2024), which suggests that individuals constantly negotiate the boundaries between work and personal domains. When these boundaries are well-managed, employees experience reduced role conflict and enhanced satisfaction with both work and personal life aspects. In the context of furniture sales, where employees often deal with varying customer schedules and seasonal fluctuations, the ability to maintain work-life balance becomes crucial for sustaining long-term job satisfaction and preventing burnout.

Impact of Job Satisfaction on Employee Loyalty

The significant positive effect of job satisfaction on employee loyalty ($\beta = 0.662$, $p = 0.013$) supports extensive research in organizational behavior literature. This finding is consistent with studies by Chen et al (2018) and Allen et al (2000), who established job satisfaction as a fundamental predictor of organizational commitment and retention intentions. In the competitive furniture sales industry,



where skilled sales professionals are valuable assets, maintaining high levels of job satisfaction becomes critical for reducing turnover costs and preserving organizational knowledge.

The moderate correlation between job satisfaction and loyalty ($r = 0.322$, $p = 0.003$) suggests that while job satisfaction is important, other factors also contribute to employee loyalty. Research by Byron (2005) indicates that factors such as organizational support, career development opportunities, and compensation fairness also play significant roles in developing employee loyalty. However, the current study's focus on work-life balance and job satisfaction provides valuable insights into two modifiable organizational factors that can enhance retention efforts.

Mediation Effect and Theoretical Implications

The finding that work-life balance does not directly predict employee loyalty ($\beta = -0.005$, $p = 0.976$) but strongly correlates with job satisfaction suggests a mediation relationship. This pattern aligns with theoretical models proposed by Saeed & Siddiqui (2021), who argued that work-life balance influences organizational outcomes primarily through its impact on employee attitudes and well-being rather than directly affecting behavioral intentions. The mediation model implies that organizations seeking to enhance employee loyalty should focus on improving job satisfaction as a proximal outcome of work-life balance initiatives. This understanding is crucial for furniture sales companies, as it suggests that work-life balance programs may not immediately translate to improved retention but will enhance loyalty through the intermediate step of increased job satisfaction.

Practical Implications for Management

The study's findings have several important implications for human resource management in the furniture sales industry. First, organizations should recognize that work-life balance initiatives are worthwhile investments that can significantly improve job satisfaction levels (Michel et al., 2011). Practical strategies might include implementing flexible working arrangements, providing support for family responsibilities, and establishing clear boundaries for after-hours customer contact (Hill et al., 2001). Second, managers should understand that the benefits of work-life balance programs on employee loyalty operate through enhanced job satisfaction. This means that organizations need to simultaneously address multiple aspects of the work environment, including compensation fairness, supervision quality, and career development opportunities, alongside work-life balance initiatives. Research by Lapierre & Allen (2006) supports this integrated approach to employee well-being and organizational commitment. Third, the high explained variance in employee loyalty ($R^2 = 0.672$) suggests that focusing on job satisfaction can yield substantial returns in terms of retention and commitment. Organizations should regularly assess employee satisfaction levels and implement targeted interventions to address identified concerns (Kossek et al., 2023).

CONCLUSION

Conclusion

This study successfully examined the relationship between work-life balance and job satisfaction among employees in the furniture sales industry. The findings demonstrate that work-life balance has a significant positive correlation with job satisfaction ($r = 0.574$, $p < 0.001$), confirming that employees who maintain better equilibrium between their professional and personal responsibilities experience higher levels of job satisfaction. Additionally, job satisfaction emerged as a significant predictor of employee loyalty, explaining 67.2% of the variance in loyalty outcomes.

The research revealed that work-life balance influences employee loyalty primarily through its impact on job satisfaction rather than as a direct effect, suggesting a mediation relationship between



these variables. The use of non-parametric statistical methods proved appropriate for analyzing non-normally distributed data and provided robust results that enhance confidence in the study's conclusions.

These findings contribute valuable insights to both theoretical understanding and practical applications in human resource management, particularly within sales-intensive industries where employee retention is critical for organizational success. The study validates the importance of work-life balance initiatives as effective strategies for enhancing job satisfaction and ultimately improving employee loyalty in the furniture sales industry.

Recommendation

Based on the research findings, organizations in the furniture sales industry should prioritize the implementation of comprehensive work-life balance programs as strategic investments in employee satisfaction and retention. Companies should establish flexible working arrangements that accommodate the unique demands of sales roles while ensuring employees maintain adequate personal time. This might include implementing core hours systems, allowing remote work opportunities where feasible, and creating clear policies regarding after-hours customer communications.

Management should recognize that work-life balance initiatives require systematic implementation and ongoing evaluation to achieve desired outcomes. Organizations should regularly assess employee satisfaction levels through surveys and feedback mechanisms, using this information to refine and improve work-life balance programs. Training programs for supervisors and managers should emphasize the importance of supporting employee work-life balance and provide practical strategies for managing teams in ways that promote both productivity and personal well-being.

Companies should adopt an integrated approach to employee satisfaction that combines work-life balance initiatives with other satisfaction-enhancing factors such as fair compensation, career development opportunities, and positive workplace relationships. The strong relationship between job satisfaction and employee loyalty suggests that investments in comprehensive employee satisfaction programs will yield significant returns in terms of reduced turnover costs and improved organizational commitment.

Future organizational policies should be designed with the understanding that work-life balance benefits employee loyalty primarily through enhanced job satisfaction, requiring patience and commitment to see long-term retention benefits. Companies should also consider industry-specific challenges when designing work-life balance programs, acknowledging the unique demands of furniture sales work while creating supportive environments that enable employees to thrive both professionally and personally.

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The Influence of Managerial Support and Organizational Justice on Employee Performance: A Case Study at PT Pratama Abadi Industri-JX

Pengaruh Dukungan Manajerial dan Keadilan Organisasional terhadap Kinerja Karyawan: Studi Kasus pada PT Pratama Abadi Industri-JX

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Abstract

This study aims to analyze the influence of managerial support and organizational justice on employee performance at PT Pratama Abadi Industri-JX, a shoe manufacturing company. In today's competitive business environment, management support and organizational justice perceptions have become crucial factors in enhancing employee productivity. This research employed a quantitative approach using survey methods with 24 respondents randomly selected from 130 company employees. The research instrument consisted of questionnaires developed based on managerial support indicators, organizational justice indicators, and employee performance indicators. Data were analyzed using descriptive statistics and multiple linear regression with SPSS software. Validity and reliability tests showed that all research instruments were valid and reliable (Cronbach's Alpha = 0.833). The Kolmogorov-Smirnov normality test confirmed normal data distribution (Sig. = 0.057 > 0.05). Multiple regression analysis results indicated that managerial support and organizational justice simultaneously have a positive and significant influence on employee performance ($F = 10.143$, Sig. = $0.001 < 0.05$) with R^2 value of 0.491, meaning 49.1% of employee performance variation can be explained by both independent variables. These findings provide practical implications for PT Pratama Abadi Industri-JX management to enhance managerial support and create a fair organizational climate as strategies for improving employee performance.

Keywords: Managerial Support, Organizational Justice, Employee Performance, Manufacturing Industry, Human Resource Management.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh dukungan manajerial dan keadilan organisasional terhadap kinerja karyawan di PT Pratama Abadi Industri-JX, sebuah perusahaan manufaktur sepatu. Dalam era bisnis yang kompetitif, dukungan manajemen dan persepsi keadilan organisasional menjadi faktor krusial dalam meningkatkan produktivitas karyawan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 24 responden yang dipilih secara acak dari 130 karyawan perusahaan. Instrumen penelitian berupa kuesioner yang dikembangkan berdasarkan indikator dukungan manajerial, keadilan organisasional, dan kinerja karyawan. Data dianalisis menggunakan statistik deskriptif dan regresi linier berganda dengan software SPSS. Hasil uji validitas dan reliabilitas menunjukkan semua instrumen penelitian valid dan reliabel (Cronbach's Alpha = 0.833). Uji normalitas Kolmogorov-Smirnov mengkonfirmasi distribusi data normal (Sig. = 0.057 > 0.05). Hasil analisis regresi berganda menunjukkan bahwa dukungan manajerial dan keadilan organisasional secara simultan

berpengaruh positif dan signifikan terhadap kinerja karyawan ($F = 10.143$, $\text{Sig.} = 0.001 < 0.05$) dengan nilai $R^2 = 0.491$, yang berarti 49.1% variasi kinerja karyawan dapat dijelaskan oleh kedua variabel independen. Temuan ini memberikan implikasi praktis bagi manajemen PT Pratama Abadi Industri-JX untuk meningkatkan dukungan manajerial dan menciptakan iklim organisasi yang adil sebagai strategi peningkatan kinerja karyawan.

Kata Kunci: Dukungan Manajerial, Keadilan Organisasional, Kinerja Karyawan, Industri Manufaktur, Manajemen Sumber Daya Manusia.

INTRODUCTION

In today's increasingly competitive and dynamic business environment, organizations must continuously enhance their managerial support systems and organizational justice practices to maintain competitive advantage and ensure long-term business sustainability (Robbins et al., 2014). The global marketplace demands that companies not only focus on operational efficiency but also prioritize the human capital that drives organizational success. One of the critical factors influencing organizational justice and overall workplace effectiveness is the establishment of effective team performance and seamless communication among team members (Kozlowski & Ilgen, 2006). PT Pratama Abadi Industri-JX, a prominent company engaged in shoe production and manufacturing, is no exception in facing these multifaceted challenges in the modern industrial landscape.

Managerial support and organizational justice have emerged as two paramount factors that can significantly impact employee performance and organizational outcomes at PT Pratama Abadi Industri-JX. Managerial support represents the level of support, guidance, mentorship, and resources provided by managers to their employees in executing their daily responsibilities (Robbins et al., 2014). When managers actively provide comprehensive support, constructive guidance, timely feedback, and meaningful recognition to employees, those employees are more likely to feel genuinely valued, intrinsically motivated, and deeply inspired to work hard and achieve both individual and organizational goals (Zulch, 2014). Furthermore, effective managerial support can also help employees successfully overcome workplace challenges and resolve professional problems, which ultimately leads to higher levels of job satisfaction, enhanced productivity, and improved organizational commitment (Mangkunegara, 2011).

Organizational justice, on the other hand, refers to employees' perceptions and evaluations of fairness, equity, and transparency in organizational processes, decision-making procedures, and outcome distributions (Al-Zu'bi, 2010). According to Yulianto (2022), when employees consistently feel treated fairly and equitably across various organizational contexts, they will develop positive attitudes and demonstrate behaviors that align with what is needed for successful organizational change and adaptation, even under difficult and challenging conditions, and vice versa. Bakhshi et al (2009) specifically mentioned that organizational justice is comprehensively formed from three distinct but interconnected perceptions of justice: procedural justice (fairness of decision-making processes), distributive justice (fairness of outcome allocations), and interactional justice (fairness of interpersonal treatment). These three dimensions collectively and synergistically shape employee attitudes, behaviors, and emotional responses toward the organization and its leadership (Kreitner & Kinicki, 2010).

Employee performance, as comprehensively defined by Rivai & Basri (2005), encompasses the overall result and achievement of an individual during a certain period in carrying out assigned tasks, measured against work result standards, specific targets, or predetermined and mutually agreed criteria and key performance indicators. In the manufacturing industry, particularly in the competitive shoe production sector, employee performance becomes absolutely crucial for maintaining consistent product quality, meeting demanding production targets and deadlines, and ensuring high levels of customer satisfaction and brand loyalty (Sutrisno, 2019).

Overall, managerial support and organizational justice represent two fundamentally important factors that can significantly and measurably impact employee performance and organizational effectiveness. By actively promoting and institutionalizing a strong organizational culture of support, fairness, and justice, organizations like PT Pratama Abadi Industri-JX can help substantially improve



employee engagement levels, operational productivity, and employee retention rates (Salas et al., 2005). Previous empirical research has consistently shown that these factors are deeply interconnected and play vital, complementary roles in determining organizational success and sustainability (Schermerhorn Jr et al., 2011).

The primary objective of this research on managerial support and organizational justice toward employee performance is to comprehensively understand the complex relationship between these two critical factors and their combined impact on employee work outcomes, as well as to systematically identify best practices and evidence-based policies that can effectively improve levels of employee engagement, productivity, and retention. This study aims to provide rigorous empirical evidence and actionable practical insights for management at PT Pratama Abadi Industri-JX to develop more effective, sustainable, and employee-centered human resource management strategies.

METHODS

This study employed a quantitative approach using survey methodology to analyze the influence of managerial support and organizational justice on employee performance at PT Pratama Abadi Industri-JX. The quantitative approach was chosen to provide measurable and statistical evidence of the relationships between variables, allowing for objective analysis and generalization of findings (Yusuf, 2016).

The population for this study consisted of all employees at PT Pratama Abadi Industri-JX who had been working for more than one year, totaling 130 employees. The sampling technique used was simple random sampling, where each member of the population had an equal opportunity to be selected as a sample participant. This method ensures representativeness and reduces selection bias in the research findings (Ghozali, 2018). A total of 24 respondents were selected as the research sample, with the majority being female employees (19 respondents) and male employees (5 respondents) from various departments within the company.

Data collection was conducted through structured questionnaires developed based on established theoretical frameworks and validated indicators. The managerial support variable was measured using indicators developed by Mayadi et al (2024), which encompass dimensions of supervisor support, guidance provision, and recognition systems. Organizational justice was assessed using indicators proposed by Daft (2015), covering procedural justice, distributive justice, and interactional justice dimensions. Employee performance was evaluated using indicators developed by Adhari (2021), which include quality of work, quantity of work, timeliness, and job knowledge criteria.

Data analysis was performed using SPSS statistical software, employing both descriptive and inferential statistical methods. Descriptive analysis was conducted to describe respondent characteristics and research variables, providing an overview of the data distribution and central tendencies. The primary analytical technique used was multiple linear regression analysis to examine the simultaneous and individual effects of managerial support and organizational justice on employee performance.

Prior to conducting the main analysis, several assumption tests were performed to ensure the validity and reliability of the findings. Normality testing was conducted using the Kolmogorov-Smirnov test to verify that the data followed a normal distribution pattern. Validity testing employed Pearson correlation analysis to ensure that each questionnaire item accurately measured its intended construct, with the criterion that correlation values must be greater than the r-table value and significance levels less than 0.05. Reliability testing was performed using Cronbach's Alpha coefficient to assess the internal consistency of the measurement instruments, with the acceptable threshold set at 0.6 or higher (Oscar & Sumirah, 2019).

RESULTS AND DISCUSSION

Results

The results of this study provide comprehensive insights into the relationship between managerial support, organizational justice, and employee performance at PT Pratama Abadi Industri-JX. The analysis began with assumption testing to ensure the validity and reliability of the data before proceeding to the main statistical analysis.



The normality test using the Kolmogorov-Smirnov method revealed that the data followed a normal distribution pattern. The test yielded a significance value of 0.057, which is greater than the alpha level of 0.05, indicating that the assumption of normality was satisfied. This finding confirms that parametric statistical analysis could be appropriately applied to the dataset.

Table 1. Normality Test Results

Test	Statistic	Significance
Kolmogorov-Smirnov	0.175	0.057

The validity testing using Pearson correlation analysis demonstrated that all research instruments were valid. All variables showed correlation coefficients greater than the r-table value (0.404 for n=24) and significance levels of 0.001, which is less than 0.05. The correlation between managerial support and employee performance was 0.647, while organizational justice and employee performance showed a correlation of 0.621. These results confirm that the questionnaire items accurately measured their intended constructs.

Table 2. Validity Test Results

Variables	Managerial Support	Organizational Justice
Managerial Support	1	0.640**
Organizational Justice	0.640**	1
Employee Performance	0.647**	0.621**

** Correlation is significant at the 0.01 level (2-tailed)

Reliability analysis using Cronbach's Alpha yielded a coefficient of 0.833, which exceeds the acceptable threshold of 0.6, indicating high internal consistency among the measurement items. This result suggests that the research instruments were reliable and could produce consistent measurements.

The multiple linear regression analysis revealed significant findings regarding the relationship between the independent and dependent variables. The ANOVA test showed an F-value of 10.143 with a significance level of 0.001, which is less than 0.05. This result indicates that managerial support and organizational justice simultaneously have a significant influence on employee performance.

Table 3. Multiple Regression Analysis Results

Model				
R	R Square	Adjusted R Square	Std. Error	F
0.701	0.491	0.443	5.568	10.143

Table 4. Coefficient Analysis

Variables	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	15.608	10.126		1.541
Managerial Support	0.346	0.166	0.422	2.086
Organizational Justice	0.374	0.215	0.351	1.735

The coefficient of determination (R^2) was 0.491, indicating that 49.1% of the variation in employee performance could be explained by managerial support and organizational justice, while the remaining 50.9% was influenced by other factors not examined in this study. The regression equation can be expressed as: $Y = 15.608 + 0.346X_1 + 0.374X_2$, where Y represents employee performance, X_1 represents managerial support, and X_2 represents organizational justice.



Discussion

The findings of this study provide valuable insights into the dynamics of workplace relationships and their impact on employee performance in the manufacturing sector, specifically within the shoe industry context. The results demonstrate that both managerial support and organizational justice play crucial roles in enhancing employee performance, which aligns with previous research in organizational behavior and human resource management.

The significant positive relationship between managerial support and employee performance ($\beta = 0.422$, $p = 0.049$) confirms the theoretical framework proposed by Robbins et al (2014), who emphasized that managerial support serves as a critical factor in employee motivation and performance enhancement. This finding suggests that when managers provide adequate support, guidance, and recognition to their employees, it creates a conducive work environment that facilitates higher performance levels. The result is consistent with the work of Subkhi & Jauhar (2013), who argued that effective managerial support directly influences employee engagement and productivity.

The relationship between organizational justice and employee performance, while positive, showed a slightly weaker statistical significance ($\beta = 0.351$, $p = 0.097$). This finding partially supports the theoretical foundation laid by Al-Zu'bi (2010) and Bakhshi et al. (2009), who identified organizational justice as a key determinant of employee attitudes and behaviors. The relatively weaker significance may be attributed to the specific organizational culture and context of PT Pratama Abadi Industri-JX, where employees might prioritize direct managerial support over perceived organizational fairness in their immediate work environment.

The combined effect of both variables explains 49.1% of the variance in employee performance, which represents a substantial portion of the factors influencing performance outcomes. This finding aligns with the work of Lawasi & Triatmanto (2017), who emphasized the multifaceted nature of performance determinants in organizational settings. The remaining 50.9% of unexplained variance suggests that other factors, such as individual characteristics, job design, organizational culture, and external environmental factors, also play significant roles in determining employee performance.

The demographic composition of the sample, with a predominance of female employees (79.2%), reflects the nature of the shoe manufacturing industry, where certain production processes may attract more female workers. This gender distribution may have influenced the results, as previous research by Swalhi et al. (2017) has suggested that different genders may respond differently to managerial support and organizational justice initiatives.

From a practical perspective, these findings have significant implications for PT Pratama Abadi Industri-JX's management strategies. The stronger impact of managerial support suggests that investing in supervisor training and development programs could yield substantial returns in terms of employee performance improvement. This recommendation is supported by Susita et al. (2020), who emphasized the importance of developing managerial capabilities in fostering high-performance work environments.

The study's results also highlight the importance of creating fair and just organizational systems, even though the statistical significance was marginally weaker. As noted by Sule & Saeful (2019), organizational justice encompasses multiple dimensions, including procedural, distributive, and interactional justice, each of which requires careful attention from management to create a comprehensive fairness framework.

However, this study has several limitations that should be acknowledged. The relatively small sample size ($n=24$) may limit the generalizability of the findings to larger organizational contexts or different industrial settings. Additionally, the cross-sectional nature of the study prevents the establishment of causal relationships over time. Future research could benefit from longitudinal designs and larger sample sizes to provide more robust evidence of these relationships.

The findings contribute to the existing body of knowledge in organizational behavior by providing empirical evidence from the Indonesian manufacturing context, specifically in the shoe industry. This adds to the growing literature on workplace dynamics in emerging economies and provides practical insights for managers operating in similar industrial environments.



CONCLUSION

Conclusion

This study successfully examined the influence of managerial support and organizational justice on employee performance at PT Pratama Abadi Industri-JX, providing empirical evidence that both factors play significant roles in enhancing workplace performance. The research findings demonstrate that managerial support and organizational justice, when considered together, have a statistically significant positive impact on employee performance, explaining 49.1% of the variance in performance outcomes.

The analysis revealed that managerial support exhibits a stronger direct relationship with employee performance compared to organizational justice, suggesting that immediate supervisory behaviors and support mechanisms have more pronounced effects on employee work outcomes than broader organizational fairness perceptions. This finding underscores the critical importance of developing effective managerial capabilities and support systems within the organization.

The study contributes to the existing body of knowledge in organizational behavior and human resource management, particularly within the context of Indonesian manufacturing industries. The results validate theoretical frameworks proposed by previous researchers while providing specific insights relevant to the shoe manufacturing sector. The research methodology employed, including validity and reliability testing, ensures that the findings are robust and can serve as a foundation for future studies in similar organizational contexts.

From a broader perspective, this research highlights the interconnected nature of managerial practices and employee performance outcomes, demonstrating that organizations that invest in both supportive management practices and fair organizational systems are more likely to achieve superior performance results. The findings also emphasize the importance of considering multiple dimensions of workplace relationships when designing performance improvement strategies.

Recommendation

Based on research findings, PT Pratama Abadi Industri-JX should enhance employee performance through improved managerial support and organizational justice. Management must prioritize comprehensive supervisor training programs focusing on effective support, guidance, and recognition delivery, emphasizing practical communication skills, feedback techniques, and employee development methods. The organization should establish formal mentoring and coaching systems to institutionalize managerial support across departments and management levels, ensuring systematic employee development. Regular performance feedback mechanisms must provide clear guidance on expectations and improvement areas.

Regarding organizational justice, the company should review policies to ensure fairness in decision-making, resource allocation, and employee treatment. This includes developing transparent performance evaluation systems, equitable reward programs, and clear grievance procedures. Regular organizational climate surveys should monitor employee perceptions of justice and identify improvement areas. Cross-training programs and job rotation initiatives should provide employees with broader skill sets and career development opportunities, demonstrating organizational commitment to growth while strengthening managerial support and justice perceptions.

Future research should expand investigation scope with larger sample sizes and multiple manufacturing organizations to enhance generalizability. Longitudinal studies would reveal temporal relationships between managerial support, organizational justice, and performance, enabling definitive causal inferences. Qualitative research approaches could complement quantitative findings by providing deeper understanding of mechanisms influencing employee performance in specific organizational contexts.

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The Influence of Organizational Change and Company Regulations on Employee Satisfaction

Pengaruh Perubahan Organisasi dan Peraturan Perusahaan terhadap Kepuasan Karyawan

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Abstract

Organizational change and company regulations are important factors affecting employee satisfaction in dynamic work environments. This study aims to analyze the influence of organizational change and company regulations on employee satisfaction in the Stockfitting department of PT Glostar Indonesia 1 Cikembar Sukabumi. The research method employed a quantitative approach with survey design. Primary data were collected through questionnaires distributed to 48 employees selected using simple random sampling technique from a population of 93 employees. The research instrument consisted of 24 statement items measuring organizational change (8 items), company regulations (6 items), and employee satisfaction (10 items) using a Likert scale. Data analysis was conducted using multiple regression analysis with SPSS version 26, preceded by validity, reliability, and normality tests. The results showed that organizational change and company regulations simultaneously have a significant effect on employee satisfaction with an F-calculated value of 36.564 and significance of 0.000. The R Square value of 0.619 indicates that 61.9% of employee satisfaction variability can be explained by these two independent variables. Partially, organizational change significantly affects employee satisfaction (sig. 0.001) and company regulations also have a significant effect (sig. 0.000). The company is recommended to optimize the implementation of responsive organizational changes and apply fair and transparent company regulations to enhance employee satisfaction.

Keywords: Organizational Change, Company Regulations, Employee Satisfaction.

Abstrak

Perubahan organisasi dan peraturan perusahaan merupakan faktor penting yang mempengaruhi kepuasan karyawan dalam lingkungan kerja yang dinamis. Penelitian ini bertujuan untuk menganalisis pengaruh perubahan organisasi dan peraturan perusahaan terhadap kepuasan karyawan di departemen Stockfitting PT Glostar Indonesia 1 Cikembar Sukabumi. Metode penelitian menggunakan pendekatan kuantitatif dengan desain survei. Data primer dikumpulkan melalui kuesioner yang disebarkan kepada 48 karyawan yang dipilih menggunakan teknik simple random sampling dari populasi 93 karyawan. Instrumen penelitian terdiri dari 24 item pernyataan yang mengukur perubahan organisasi (8 item), peraturan perusahaan (6 item), dan kepuasan karyawan (10 item) dengan menggunakan skala Likert. Analisis data dilakukan menggunakan analisis regresi berganda dengan bantuan program SPSS versi 26, didahului dengan uji validitas, reliabilitas, dan normalitas. Hasil penelitian menunjukkan bahwa perubahan organisasi dan peraturan perusahaan secara simultan berpengaruh signifikan terhadap

kepuasan karyawan dengan nilai F hitung sebesar 36,564 dan signifikansi 0,000. Nilai R Square sebesar 0,619 menunjukkan bahwa 61,9% variabilitas kepuasan karyawan dapat dijelaskan oleh kedua variabel independen tersebut. Secara parsial, perubahan organisasi berpengaruh signifikan terhadap kepuasan karyawan (sig. 0,001) dan peraturan perusahaan juga berpengaruh signifikan (sig. 0,000). Perusahaan disarankan untuk mengoptimalkan implementasi perubahan organisasi yang responsif dan menerapkan peraturan perusahaan yang adil dan transparan guna meningkatkan kepuasan karyawan.

Kata Kunci: Perubahan Organisasi, Peraturan Perusahaan, Kepuasan Karyawan

INTRODUCTION

In the modern era, the commercial world, particularly the manufacturing industry, has become increasingly competitive as a result of contemporary developments. Organizations and sectors are established with specific objectives such as survival, growth, and profitability (Sayidah, 2012). The management of an organization must be able to maximize its available resources, especially human resources, which are considered crucial assets. Based on recent developments, staff members are now viewed as valuable assets for businesses and organizations, not merely as resources. Consequently, Human Capital (HC) has emerged following Human Resources (HR). Rather than being perceived as liabilities, human resources are recognized as primary assets that are valuable and can be expanded, even multiplied. Building human resources is regarded as a necessary investment for businesses or organizations to advance (Pasolong, 2019). Employees, or human resources, are the primary planners, thinkers, and drivers behind achieving organizational goals. Companies need to implement effective and efficient human resource management if they desire reliable and high-caliber workers. The purpose of this HR management is to enhance worker productivity so that outputs align with business needs. The mentality underlying productivity is the concept that life should always strive to be better than yesterday and tomorrow (Pasolong, 2019). The task of processing or transforming inputs into outputs in the form of goods or services that can generate revenue for businesses is associated with production functions (Assauri, 2018).

Making employees more productive, effective, and efficient represents the primary goal of improving work productivity. Highly productive workers possess the skills and abilities to complete tasks quickly and at the desired quality level, resulting in increased output (Rivai, 2014). Organizational change, company policies, and HR management functions all impact work productivity improvement. Organizational change is a process of adjusting company structure, strategy, and operations to align with market dynamics and continuously changing business environments (Maharani & Wiyata, 2020). These changes may include organizational restructuring, introduction of new technologies, or adjustment of business strategies that are more innovative and responsive to market needs. Companies that can adapt to these changes will be more competitive and able to survive in the long term. Organizational changes often involve modifications in company culture, employee roles and responsibilities, as well as new and more efficient working methods (Maulana & Munandar, 2019).

Company regulations also constitute an important element in organizational management. These regulations include policies, procedures, and work rules designed to create an orderly and productive work environment. Good regulations help employees understand their responsibilities, establish performance standards, and ensure that all employees work in accordance with company objectives (Mardika, 2022). Additionally, company regulations function to create fairness and consistency in employee treatment, which can enhance job satisfaction and motivation. Organizational changes and company regulations need to be implemented in companies to achieve company goals (Handoko, 2016). Employees must understand and follow the changes that occur so that companies can successfully achieve their objectives (Hasibuan & Hasibuan, 2016). Organizational changes and company regulations



significantly influence the workforce, which is expected to increase employee productivity according to planned targets. According to Wahyuningsih (2019), organizational change drives productivity and serves as an important tool for achieving it.

Companies cannot achieve their goals without skilled employees who are able to adapt to changes. Although companies possess sophisticated equipment, managing employees remains a difficult and complex task because they have different thoughts, feelings, statuses, concerns, and diverse backgrounds (Wahyuningsih, 2019). Therefore, management must implement various strategies to increase productivity through organizational changes and company regulations, resulting in high output. PT Glostar Indonesia (GSI) is a manufacturing company that produces sports and casual shoes for various brands such as New Balance. This company is part of the Pou Chen Group, a large company headquartered in Taiwan. PT Glostar Indonesia actively participates in reducing unemployment in accordance with government programs and strives to provide satisfactory customer service while capitalizing on market opportunities by prioritizing product quality amid competition.

The Stockfitting Department at PT Glostar Indonesia is one of the departments that plays an important role in the shoe production process. This department is responsible for manufacturing shoe outsoles. The company must pay attention to organizational changes and company regulations that impact employee happiness to enhance employee satisfaction in this area. This research aims to determine the influence of organizational change and company regulations on employee satisfaction in the Stockfitting department of PT Glostar Indonesia. This study employs quantitative research methods with data collection through questionnaires and statistical analysis. The results of this research are expected to contribute to the company in improving employee satisfaction and enhancing the performance of the Stockfitting department.

In this research, the independent variables used are organizational change and company regulations, while the dependent variable is employee satisfaction. These variables were selected because they have significant relationships with employee satisfaction. Organizational change and company regulations can influence employee satisfaction by increasing awareness of organizational goals, enhancing employee involvement, and improving work quality. Employee satisfaction, in turn, can affect the performance of the Stockfitting department by improving product quality, increasing efficiency, and enhancing awareness of organizational goals. Therefore, this research is expected to contribute to the company in improving employee satisfaction and enhancing the performance of the Stockfitting department.

METHODS

This research employed a quantitative approach based on positivist ideology to systematically examine the relationships between organizational change, company regulations, and employee satisfaction. According to Sugiyono (2016), quantitative methods enable researchers to conduct studies on specific populations or samples using research instruments for data collection and statistical analysis to verify hypotheses. A survey method with questionnaires was selected as the primary data collection technique, as this approach facilitates comprehensive data gathering from natural environments while allowing systematic processing and analysis to address the research problem (Mulyadi, 2012).

The study was conducted at PT Glostar Indonesia 1 Cikembar Sukabumi, specifically in the Stockfitting Department located at Jl. Pelabuhan II. KM 14.5 Kp. Samopra Rt. 003 RW. 005, Ds. Bojong, Kec. Cikembar, Kab. Sukabumi, West Java-Indonesia. This location was strategically chosen as the Stockfitting Department plays a crucial role in shoe production processes and represents an ideal setting to examine the impact of organizational changes and company regulations on employee satisfaction.



The research population comprised all 93 employees in the Stockfitting Department of PT Glostar Indonesia 1 Cikembar. Following Badriyah et al. (2022), the population represents all objects examined that serve as the basis for research conclusions. To ensure representative sampling, simple random sampling procedures were implemented based on Sugiyono's, recommendation that this method provides equal probability for each population member to be selected, resulting in more representative outcomes. The sample size was determined using the Slovin formula with a 10% error tolerance: $n = N/(N.e^2 + 1)$, yielding 48 employees. The sampling was conducted systematically over one week, selecting several respondents daily in alignment with the department's working hours.

The research framework incorporates three key variables with specific operational definitions. Organizational Change (X_1) is conceptualized as planned management efforts to modify structure, behavior, and procedures for achieving organizational success (Noor, 2012), measured through four dimensions: structural modifications, technological adaptations, physical arrangement improvements, and employee development initiatives. Company Regulations (X_2) encompass workplace policies, procedures, and written provisions established by organizations (Winardi, 2000), assessed through time compliance, policy adherence, and workplace norm respect. Employee Satisfaction (Y) represents emotional reactions to work aspects and the gap between employee expectations and actual compensation received (Afandi, 2018), evaluated through work nature, compensation, promotion opportunities, supervision quality, and coworker relationships.

Data collection utilized a structured 24-item questionnaire distributed via Google Forms employing a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Sugiyono, 2016). The analytical framework incorporated multiple statistical procedures using SPSS Version 26. Validity testing followed Ghozali (2018) criteria requiring correlation coefficients ≥ 0.300 . Reliability assessment employed Cronbach's Alpha coefficient with values > 0.600 (Sugiyono, 2016). Multiple regression analysis examined relationships following the model: $Y = a + b_1X_1 + b_2X_2 + e$.

Where Y represents employee satisfaction, a is the constant, b_1 and b_2 are regression coefficients, X_1 and X_2 are the independent variables, and e represents the error term. This methodological framework ensures systematic investigation of the research hypotheses while maintaining statistical validity and reliability standards.

RESULTS AND DISCUSSION

Results

This study analyzed data from 48 employees in the Stockfitting Department of PT Glostar Indonesia 1 Cikembar Sukabumi to examine the influence of organizational change and company regulations on employee satisfaction. The results are presented in three main sections: respondent demographic characteristics, instrument quality assessment including validity and reliability testing, and statistical analysis comprising normality testing and multiple regression results. The findings provide empirical evidence using parametric statistical methods to address the research objectives regarding the individual and combined effects of organizational change and company regulations on employee satisfaction.

Respondent Demographics

The demographic analysis of 48 respondents from PT Glostar Indonesia 1 Cikembar's Stockfitting Department revealed distinct patterns across four key characteristics. Gender distribution showed a significant female majority, with 41 respondents (85.4%) compared to only 7 male respondents (14.6%), as presented in Table 1. This gender composition reflects the typical workforce structure in manufacturing industries, particularly in departments requiring precision and attention to detail.



Table 1. Respondent Characteristics by Gender

Gender	Frequency	Percent (%)
Male	7	14.6
Female	41	85.4
Total	48	100

Source: Primary Data Processing, 2024.

Age distribution demonstrated a predominantly young workforce, with 36 respondents (75.0%) aged between 21-25 years, followed by 5 respondents (10.4%) in the 26-30 age bracket. The remaining respondents were distributed across older age groups: 3 respondents (6.3%) aged 31-35 years, 1 respondent (2.1%) aged 36-40 years, and 3 respondents (6.3%) aged 41-45 years, as shown in Table 2.

Table 2. Respondent Characteristics by Age

Age Range	Frequency	Percent (%)
21-25 years	36	75
26-30 years	5	10.4
31-35 years	3	6.3
36-40 years	1	2.1
41-45 years	3	6.3
Total	48	100

Source: Primary Data Processing, 2024.

Job position analysis indicated that production operators constituted the vast majority with 41 respondents (85.4%), reflecting the operational nature of the Stockfitting Department. The remaining positions included 4 respondents (8.3%) in other roles, 2 leaders (4.2%), and 1 group leader (2.1%). Work tenure distribution showed that most respondents had been employed for 2 years (21 respondents, 43.8%) or 3 years (19 respondents, 39.6%), indicating a relatively stable workforce with moderate experience levels.

Instrument Quality Assessment

Validity testing results demonstrated that all questionnaire items met the required standards. For the organizational change variable, correlation coefficients ranged from 0.377 to 0.686, with all values exceeding the minimum threshold of 0.291 (r -table for $df = 46$, $\alpha = 0.05$). The company regulations variable showed even stronger validity coefficients, ranging from 0.814 to 0.868. Employee satisfaction items demonstrated satisfactory validity with coefficients between 0.385 and 0.773, as detailed in Table 3.

Table 3. Validity Test Results Summary

Variable	Items	r-calculated Range	r-table	Status
Organizational Change (X1)	8	0.377 – 0.686	0.291	Valid
Company Regulations (X2)	6	0.814 – 0.868	0.291	Valid
Employee Satisfaction (Y)	10	0.385 – 0.773	0.291	Valid

Source: SPSS Output, 2024.



Reliability analysis yielded a Cronbach's Alpha coefficient of 0.891 for the complete 24-item instrument, substantially exceeding the minimum acceptable threshold of 0.600 (Sugiyono, 2013). This result indicates excellent internal consistency across all variables, confirming the instrument's reliability for measuring the intended constructs.

Statistical Analysis Results

Normality testing using the Kolmogorov-Smirnov test confirmed that the data met distributional assumptions required for parametric analysis. The histogram displayed a bell-shaped distribution pattern, while the P-P plot showed data points closely following the diagonal line, indicating normal distribution characteristics essential for regression analysis validity.

Table 4. Regression Analysis – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.787 ^a	0.619	0.602	3.200

a. Predictors: (Constant), Company Regulations, Organizational Change Source: SPSS Output, 2024

The regression model summary in Table 4 reveals strong relationships between the independent and dependent variables. The correlation coefficient ($R = 0.787$) indicates a substantial positive relationship between the combined independent variables and employee satisfaction. The coefficient of determination ($R^2 = 0.619$) demonstrates that organizational change and company regulations jointly explain 61.9% of the variance in employee satisfaction, representing a robust predictive model.

Table 5. ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	748.851	2	374.425	36.564	0.000 ^b
	Residual	460.816	45	10.240		
	Total	1209.667	47			

a. Dependent Variable: Employee Satisfaction b. Predictors: (Constant), Company Regulations, Organizational Change Source: SPSS Output, 2024

The ANOVA results in Table 5 confirm the overall model significance with an F-statistic of 36.564 and significance level of 0.000 ($p < 0.05$), indicating that the regression model significantly predicts employee satisfaction. This finding supports the hypothesis that organizational change and company regulations collectively influence employee satisfaction in the Stockfitting Department.

Table 6. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.354	4.133		1.537	0.131
	Organizational Change	0.546	0.157	0.372	3.470	0.001
	Company Regulations	0.824	0.167	0.528	4.928	0.000

a. Dependent Variable: Employee Satisfaction Source: SPSS Output, 2024



Individual variable analysis in Table 6 reveals that both independent variables significantly influence employee satisfaction. Organizational change demonstrates a positive significant effect ($\beta = 0.546$, $t = 3.470$, $p = 0.001$), while company regulations show an even stronger influence ($\beta = 0.824$, $t = 4.928$, $p = 0.000$). The standardized coefficients indicate that company regulations ($\beta = 0.528$) have a greater relative impact on employee satisfaction compared to organizational change ($\beta = 0.372$).

Discussion

The empirical findings of this study provide substantial evidence supporting the significant influence of both organizational change and company regulations on employee satisfaction within the Stockfitting Department of PT Glostar Indonesia 1 Cikembar. These results align with established theoretical frameworks and contemporary research in organizational behavior, while offering specific insights relevant to manufacturing environments.

Organizational Change Impact

The significant positive relationship between organizational change and employee satisfaction ($p = 0.001$) supports Robbins' (2006) framework, which categorizes organizational change into structural, technological, physical arrangement, and personnel dimensions. The standardized coefficient of 0.372 indicates that well-managed organizational change contributes meaningfully to employee satisfaction. This finding resonates with Fathoni (2013) conceptualization of organizational transformation as a process of moving organizations from current states to desired states to enhance performance. In the context of PT Glostar Indonesia, the manufacturing environment requires continuous adaptation to market demands and technological advancements, making organizational change a critical factor in maintaining employee engagement and satisfaction.

The demographic profile showing a predominantly young workforce (75% aged 21-25 years) may partially explain the positive reception of organizational changes. Younger employees typically demonstrate greater adaptability and openness to new processes, technologies, and structural modifications (Hoga Saragih et al., 2024). However, the challenge lies in ensuring that organizational changes are implemented systematically and with adequate communication to maintain this positive relationship. The finding suggests that the company's approach to structural modifications, technology integration, physical workspace improvements, and employee development initiatives has been generally well-received by the workforce.

Company Regulations Influence

The stronger influence of company regulations on employee satisfaction ($\beta = 0.528$, $p = 0.000$) compared to organizational change represents a particularly noteworthy finding. This result underscores the fundamental importance of clear, fair, and consistently applied workplace policies in creating a satisfying work environment. According to Asyhadie et al. (2019), company regulations serve as the foundation for orderly and productive workplace environments, and the current findings validate this theoretical position empirically.

The superior impact of company regulations may reflect several underlying factors specific to manufacturing environments. First, the predominant female workforce (85.4%) in the Stockfitting Department may particularly value clear guidelines, consistent policies, and fair treatment protocols that company regulations provide. Second, the operational nature of production work requires precise adherence to procedures and standards, making well-defined regulations essential for both productivity and job satisfaction. Third, the concentration of production operators (85.4% of respondents) in the



sample suggests that frontline employees especially benefit from comprehensive regulatory frameworks that clarify expectations, rights, and responsibilities.

Combined Effect and Implications

The joint explanation of 61.9% variance in employee satisfaction by organizational change and company regulations represents a substantial predictive capacity, indicating that these factors constitute primary determinants of workplace satisfaction in this context. The remaining 38.1% of unexplained variance suggests opportunities for future research to explore additional factors such as compensation systems, leadership styles, work-life balance, and career development opportunities (Sutrisno, 2019).

The demographic characteristics of the workforce provide additional context for interpreting these relationships. The concentration of employees with 2-3 years of tenure (83.4% combined) indicates a workforce with sufficient experience to appreciate the benefits of well-managed organizational changes and comprehensive regulatory frameworks, yet not so tenured as to be resistant to modifications. This tenure profile represents an optimal condition for implementing organizational improvements while maintaining employee satisfaction.

Theoretical Contributions

These findings contribute to organizational behavior literature by demonstrating the relative importance of structural versus regulatory factors in employee satisfaction within manufacturing contexts. While previous research has often examined these factors independently, the current study's simultaneous analysis reveals that regulatory clarity may be more fundamental to employee satisfaction than organizational adaptability in production environments. This insight has important implications for management priorities and resource allocation in similar organizational settings.

The results also support Robbins & Judge (2009) assertion that employees must understand and follow organizational changes for companies to achieve their objectives successfully. The positive relationship between organizational change and satisfaction suggests that PT Glostar Indonesia has been relatively successful in communicating and implementing changes in ways that employees perceive as beneficial rather than disruptive.

Practical Implications

For PT Glostar Indonesia and similar manufacturing organizations, these findings suggest several strategic priorities. First, continued investment in comprehensive, fair, and transparent company regulations appears to yield the highest returns in terms of employee satisfaction. This includes ensuring that policies are clearly communicated, consistently applied, and regularly updated to reflect changing operational needs and employee concerns.

Second, while organizational change initiatives should continue, they require careful management to maintain their positive contribution to employee satisfaction. This includes involving employees in change processes, providing adequate training and support, and ensuring that changes are implemented with attention to their impact on daily work experiences.

Finally, the strong predictive capacity of the combined model suggests that organizations can achieve significant improvements in employee satisfaction by systematically addressing both regulatory clarity and change management processes. However, the substantial unexplained variance indicates that additional factors warrant investigation and attention in comprehensive satisfaction enhancement strategies.



CONCLUSION

Conclusion

This study successfully addresses research objectives by confirming significant relationships between organizational change, company regulations, and employee satisfaction at PT Glostar Indonesia 1 Cikembar Sukabumi's Stockfitting Department. Empirical evidence validates all three research hypotheses, demonstrating that both independent variables meaningfully influence employee satisfaction outcomes.

The first research objective, examining organizational change's influence on employee satisfaction, is confirmed through statistical evidence showing significant positive relationship ($p = 0.001$, $\beta = 0.372$). This establishes that systematic modifications to organizational structure, technology implementation, physical arrangements, and employee development initiatives substantially contribute to workplace satisfaction levels among production personnel. The second research objective, investigating company regulations' influence on employee satisfaction, yields stronger empirical support ($p = 0.000$, $\beta = 0.528$). This relationship's superior magnitude indicates that clear, fair, and consistently applied workplace policies constitute the primary determinant of employee satisfaction within this manufacturing environment. The standardized coefficient reveals company regulations exert 42% greater relative influence compared to organizational change initiatives.

The third research objective, assessing combined influence of both factors, demonstrates that organizational change and company regulations jointly account for 61.9% of employee satisfaction variance ($R^2 = 0.619$, $F = 36.564$, $p < 0.001$). This substantial explanatory capacity confirms these variables represent critical management priorities for enhancing workplace satisfaction in similar organizational contexts. The study establishes that manufacturing environments, particularly those with predominantly female workforces engaged in precision-oriented tasks, respond favorably to comprehensive regulatory frameworks providing clarity regarding expectations, rights, and responsibilities. Simultaneously, well-managed organizational adaptations involving employee participation and adequate support systems contribute meaningfully to satisfaction outcomes.

Demographic analysis reveals young production workers with moderate tenure (2-3 years) demonstrate particular receptivity to both regulatory clarity and organizational improvements, suggesting optimal conditions for implementing satisfaction enhancement strategies. The concentration of production operators in the sample validates findings' relevance for frontline manufacturing personnel constituting the majority in such organizational contexts.

Recommendation

Based on the empirical findings, PT Glostar Indonesia and similar manufacturing organizations should prioritize comprehensive regulatory framework enhancement as the primary strategy for improving employee satisfaction, given its superior statistical influence on satisfaction outcomes. Management must focus on strengthening policy frameworks through transparent communication channels, regular feedback mechanisms, and consistent application across organizational levels, while conducting systematic policy reviews that address evolving workforce needs and maintain fairness. Simultaneously, strategic change management requires careful planning to preserve beneficial outcomes through formal communication protocols that involve employee participation, comprehensive training during transitions, and continuous monitoring of satisfaction impacts throughout change processes, particularly leveraging the adaptability of the predominantly young workforce while ensuring adequate support systems.



The organization should adopt integrated management approaches that coordinate regulatory clarity with change management processes, developing unified strategies that align policy modifications with operational changes through cross-functional teams responsible for ensuring consistency between regulatory requirements and practical implementation. Additionally, performance monitoring systems must be established to address the 38.1% of unexplained satisfaction variance through regular satisfaction surveys and systematic analysis of additional factors including compensation adequacy, leadership effectiveness, and career development opportunities, with these monitoring systems informing continuous improvement processes for both regulatory and change management practices to optimize employee satisfaction outcomes in manufacturing environments.

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The Role of Tax Amnesty in Increasing Tax Revenue and State Income in Indonesia

Peranan Tax Amnesty Terhadap Peningkatan Pajak dan Pendapatan Negara di Indonesia

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Abstract

This article discusses the effectiveness of the tax amnesty policy in increasing state revenue and taxpayer compliance in Indonesia. Using a qualitative approach based on literature review, this study examines the implementation mechanisms of the 2016–2017 tax amnesty program and its impact on the national taxation structure. The analysis shows that the program successfully collected Rp135 trillion in redemption payments from 965,983 taxpayers and resulted in asset declarations amounting to Rp4,855 trillion—equivalent to 40% of the national GDP. However, the realization of asset repatriation only reached 14.7% of the target, indicating challenges in returning offshore assets. This program contributed to strengthening the tax database and promoting voluntary compliance, although it still faces challenges such as perceptions of injustice and low tax literacy. The article proposes three follow-up strategies: consistent law enforcement after the amnesty period, optimization of the taxpayer database through inter-agency and technological integration, and enhanced tax education. In conclusion, tax amnesty has the potential to be an effective fiscal instrument if accompanied by structural reforms and well-measured long-term strategies.

Keywords: Tax Amnesty, Tax Avenue, Taxpayer Compliance.

Abstrak

Artikel ini membahas efektivitas kebijakan *tax amnesty* (amnesti pajak) dalam meningkatkan penerimaan negara dan kepatuhan wajib pajak di Indonesia. Dengan menggunakan pendekatan kualitatif berbasis studi kepustakaan, penelitian ini menelaah mekanisme implementasi program *tax amnesty* 2016–2017 dan dampaknya terhadap struktur perpajakan nasional. Hasil analisis menunjukkan bahwa program tersebut berhasil menghimpun dana tebusan sebesar Rp135 triliun dari 965.983 wajib pajak, serta menghasilkan deklarasi harta hingga Rp4.855 triliun—setara 40% dari PDB nasional. Namun, realisasi repatriasi hanya mencapai 14,7% dari target, mengindikasikan adanya kendala dalam pemulangan aset luar negeri. Program ini berkontribusi pada penguatan basis data perpajakan dan mendorong peningkatan kepatuhan sukarela, meskipun masih menghadapi tantangan seperti persepsi ketidakadilan dan rendahnya literasi pajak. Artikel ini menyarankan tiga strategi lanjutan: konsistensi penegakan hukum pasca-amnesti, optimalisasi basis data wajib pajak melalui integrasi lintas lembaga dan teknologi, serta penguatan edukasi perpajakan. Kesimpulannya, *tax amnesty* berpotensi menjadi instrumen fiskal yang efektif apabila diiringi dengan reformasi struktural dan strategi jangka panjang yang terukur.

Kata Kunci: Tax Amnesty, Penerimaan Pajak, Kepatuhan Wajib Pajak.

INTRODUCTION

Taxation serves as the fundamental pillar of state revenue generation and economic governance, yet many developing nations, including Indonesia, continue to grapple with persistent challenges in optimizing their tax collection potential. The Indonesian tax system has long been characterized by significant compliance gaps, widespread tax avoidance practices, and substantial unreported economic activities that collectively undermine the government's fiscal capacity (Cahya & Kiswara, 2021). These systemic deficiencies create a considerable revenue shortfall that impedes the state's ability to finance critical development programs and public services, ultimately constraining economic growth and social welfare improvements.

In response to these persistent taxation challenges, governments worldwide have increasingly turned to tax amnesty programs as strategic policy instruments designed to simultaneously address compliance deficits and generate immediate revenue increases. Tax amnesty, fundamentally defined as the temporary elimination or substantial reduction of tax penalties, interest charges, and criminal sanctions in exchange for voluntary disclosure of previously unreported assets and income, represents a comprehensive approach to tax system rehabilitation. This policy mechanism operates on the principle of providing taxpayers with a clean slate opportunity to regularize their tax affairs while offering governments a pathway to expand their tax base and improve future compliance rates (Ibrahim et al., 2018).

The theoretical foundation of tax amnesty policy rests on several interconnected economic and behavioral assumptions. From a revenue perspective, these programs aim to capture previously untaxed economic activities by incentivizing voluntary compliance through reduced penalty structures. From a behavioral standpoint, tax amnesty programs seek to transform non-compliant taxpayers into regular participants in the formal tax system by removing the psychological and financial barriers associated with past non-compliance (Nurmantu, 2003). Additionally, these programs serve as powerful tools for database expansion, enabling tax authorities to acquire comprehensive information about taxpayer assets and income sources that can facilitate more effective monitoring and enforcement in subsequent periods.

Indonesia's experience with tax amnesty reached its most significant milestone with the implementation of the comprehensive Tax Amnesty Program during 2016-2017, representing the most ambitious fiscal policy initiative in the nation's modern taxation history. This program emerged against the backdrop of pressing fiscal needs, declining commodity prices, global economic uncertainty, and growing recognition of the substantial shadow economy operating beyond the reach of conventional tax collection mechanisms (Wiyono et al., 2020). The Indonesian government designed this initiative not merely as a revenue-generating exercise but as a fundamental reform mechanism intended to modernize the country's taxation infrastructure and establish a more transparent, equitable, and efficient tax administration system.

The 2016-2017 Tax Amnesty Program was structured as a multi-phase initiative offering varying incentive structures based on timing and asset categories, with redemption rates ranging from as low as 0.5% for small-scale domestic taxpayers to 10% for offshore assets declared in the final period. The program's comprehensive scope encompassed both domestic and international assets, with particular emphasis on encouraging the repatriation of funds held abroad by Indonesian citizens. Beyond immediate revenue generation, the program explicitly aimed to achieve several strategic objectives including the expansion of the taxpayer database, the formalization of previously informal economic



activities, the strengthening of tax administration capabilities, and the establishment of a foundation for enhanced voluntary compliance in the post-amnesty period (Soemitro, 1965).

The significance of Indonesia's tax amnesty program extends beyond its domestic implications, offering valuable insights for tax policy design and implementation in emerging economies facing similar challenges. The program's scale, measured by the magnitude of asset declarations equivalent to 40% of national GDP, positions it among the largest tax amnesty initiatives globally, making its outcomes particularly relevant for international tax policy discourse. Furthermore, the program's multi-dimensional approach, combining immediate revenue generation with long-term institutional reform objectives, provides a comprehensive case study for evaluating the effectiveness of tax amnesty as a fiscal policy instrument (Siahaan, 2005).

However, the evaluation of tax amnesty effectiveness requires careful consideration of multiple performance dimensions beyond simple revenue metrics. While immediate revenue generation represents the most visible outcome, the long-term success of such programs depends critically on their ability to generate sustainable improvements in taxpayer compliance, enhance tax administration capabilities, and contribute to broader fiscal system modernization. The complex interplay between short-term revenue gains and long-term compliance effects necessitates comprehensive analysis that considers both quantitative outcomes and qualitative institutional changes resulting from program implementation.

This research seeks to provide a thorough examination of Indonesia's tax amnesty program, analyzing its implementation mechanisms, evaluating its impact on state revenue generation, and assessing its contribution to taxpayer compliance improvement. The study aims to identify the key factors that determined the program's success and limitations while drawing lessons that can inform future tax policy decisions in Indonesia and other developing nations considering similar initiatives. Through systematic analysis of program outcomes, implementation challenges, and post-amnesty developments, this research contributes to the broader understanding of tax amnesty effectiveness as a tool for fiscal system reform and revenue enhancement in emerging economy contexts.

METHODS

This study employs a qualitative research approach through comprehensive literature review methodology to examine the role and effectiveness of Indonesia's tax amnesty policy in increasing state revenue and taxpayer compliance. The qualitative approach was selected as it allows for an in-depth analysis of complex policy mechanisms and their multifaceted impacts on the national taxation system, providing rich contextual understanding that quantitative methods alone cannot capture (Sugiyono, 2016).

The research methodology centers on systematic literature study, encompassing both theoretical frameworks and empirical findings from various scholarly sources. This approach involves the systematic identification, collection, analysis, and synthesis of relevant academic literature, policy documents, government reports, and statistical data related to Indonesia's tax amnesty program implemented during 2016-2017. The literature review process follows a structured approach, beginning with the identification of key search terms and databases, followed by systematic screening of sources based on relevance and quality criteria.

The data collection process involves gathering information from multiple types of sources including peer-reviewed academic journals, books, government publications, policy reports, working papers, and official statistical data from relevant institutions such as the Directorate General of Taxes and the Ministry of Finance. Primary emphasis is placed on sources that directly address the Indonesian tax amnesty program, its implementation mechanisms, revenue impacts, and effects on taxpayer compliance



behavior. Secondary sources that provide comparative analysis with similar programs in other countries are also incorporated to provide broader context and analytical depth.

The analytical framework employed in this study follows a thematic analysis approach, where collected literature is systematically categorized and analyzed according to key research themes including policy mechanisms, revenue generation, asset repatriation, database expansion, and compliance outcomes. Each piece of literature is critically evaluated for its methodological rigor, data quality, and relevance to the research objectives. The analysis involves identifying patterns, contradictions, and gaps in the existing literature while synthesizing findings to develop comprehensive understanding of the tax amnesty program's effectiveness.

To ensure reliability and validity of findings, the study employs triangulation by cross-referencing information from multiple sources and comparing different perspectives on similar issues. Official government data and statistics are prioritized for quantitative claims, while academic analyses provide theoretical grounding and critical evaluation of policy outcomes. The research also considers temporal factors, examining both immediate and longer-term impacts of the tax amnesty program on Indonesia's taxation landscape.

The limitations of this methodology include reliance on existing published materials, which may not capture the most recent developments or unpublished insights from policy implementers. Additionally, the qualitative nature of the approach means that findings are interpretive rather than statistically generalizable. However, the comprehensive nature of the literature review and the systematic analytical approach provide robust foundation for understanding the complex dynamics of tax amnesty policy implementation and its varied outcomes in the Indonesian context.

RESULTS AND DISCUSSION

Results

This literature review examines Indonesia's tax amnesty program implemented during 2016-2017 through systematic analysis of government reports, policy documents, and academic publications. The results are presented in six interconnected sections: program implementation mechanisms and legal framework, quantitative outcomes including revenue generation and participation rates, asset repatriation performance, database expansion and administrative improvements, temporal revenue trends in the post-amnesty period, and compliance behavior changes among taxpayers. The findings provide empirical evidence regarding the program's effectiveness across multiple performance dimensions, revealing both substantial achievements and significant limitations in achieving stated policy objectives.

Tax Amnebsty Program Implementation and Mechanism

The Indonesian Tax Amnesty Program implemented during 2016-2017 operated through a structured multi-phase approach designed to maximize participation while maintaining administrative efficiency. Based on Law Number 11 of 2016, the program established a comprehensive framework that allowed taxpayers to voluntarily disclose previously unreported assets in exchange for elimination of tax penalties and criminal sanctions (Kurniawati, 2017). The implementation mechanism required taxpayers to submit declaration letters through designated tax service offices, complete with supporting documentation and payment of stipulated redemption fees.

The program structure incorporated a tiered redemption rate system that varied according to timing and asset location. For domestic assets and foreign assets repatriated to Indonesia, the redemption rates were set at 2% for the first period (July-September 2016), 3% for the second period (October-December 2016), and 5% for the final period (January-March 2017). For foreign assets that remained abroad,



higher rates applied: 4%, 6%, and 10% respectively for the three periods (Maulana & Furqon, 2021). Small-scale taxpayers with annual turnover below IDR 4.8 billion received preferential treatment with reduced rates of 0.5% for asset declarations up to IDR 10 billion and 2% for declarations exceeding this threshold.

Quantitative Outcomes and Revenue Generation

The tax amnesty program achieved substantial quantitative results across multiple performance indicators. By the conclusion of the program on March 31, 2017, a total of 965,983 taxpayers had participated, including approximately 48,000 new taxpayers who previously lacked Taxpayer Identification Numbers (Pravasanti, 2018). This participation level, while falling short of the government's initial target of 2 million taxpayers, represented significant engagement from the taxpaying population.

Table 1. Tax Amnesty Program Results by Period

Period	Redemption Revenue (IDR Trillion)	Domestic Asset Declaration (IDR Trillion)	Foreign Asset Declaration (IDR Trillion)	Repatriation (IDR Trillion)
I	97.2	2,532	951	137
II	103.31	3,143	1,013	141
III	114	3,608	1,033	146

Source: Directorate General of Taxes, Ministry of Finance, 2024.

The program's most significant achievement was in asset declarations, which totaled IDR 4,855 trillion, equivalent to approximately 40% of Indonesia's Gross Domestic Product at that time. This figure substantially exceeded the government's initial target by 121.37%, demonstrating the substantial unreported wealth within the Indonesian economy. The composition of declared assets showed a strong domestic orientation, with IDR 3,676 trillion (75.7%) representing domestic assets and IDR 1,031 trillion (21.2%) representing foreign assets.

Revenue generation through redemption payments reached IDR 135 trillion, achieving 81.8% of the government's target of IDR 165 trillion. While falling short of the ambitious revenue target, this amount represented a substantial contribution to state finances and demonstrated the program's capacity for immediate fiscal impact (Haeruddin, n.d.).

Asset Repatriation Performance

The repatriation component of the tax amnesty program yielded the most modest results relative to government expectations. Total repatriated funds reached only IDR 147 trillion, representing merely 14.7% of the ambitious government target of IDR 1,000 trillion. This significant shortfall highlights the challenges associated with incentivizing Indonesian citizens to relocate offshore assets back to the domestic financial system.

The limited repatriation success can be attributed to several factors including concerns about Indonesia's investment climate, currency stability, and the perceived security of domestic financial institutions compared to international alternatives. Many Indonesian asset holders appeared to prefer the option of declaring their offshore wealth while maintaining its foreign location, accepting the higher redemption rates rather than repatriating funds (Fatmala, 2017).



Database Expansion and Administrative Improvements

Beyond immediate revenue generation, the tax amnesty program produced substantial improvements in tax administration data quality and coverage. The program resulted in the registration of approximately 48,000 new taxpayers who previously operated outside the formal tax system. Additionally, the comprehensive asset declarations provided tax authorities with detailed information about taxpayer wealth profiles, enabling more accurate risk assessment and targeted enforcement strategies in subsequent periods.

The expanded database encompasses both the breadth of taxpayer coverage and the depth of information available for each registered taxpayer. This enhanced informational foundation enables more sophisticated compliance monitoring and facilitates the implementation of risk-based audit selection procedures (Susanti et al., 2022).

Temporal Revenue Trends and Post-Amnesty Impact

Analysis of Indonesia's tax revenue trends reveals notable improvements in the years following the tax amnesty program. According to Ministry of Finance statistics, tax revenue demonstrated consistent growth from IDR 1,278.63 trillion in 2021 to IDR 1,716.77 trillion in 2022, representing a substantial 34.3% increase. This growth trajectory continued in 2023, with tax revenue reaching IDR 1,869.23 trillion, reflecting an 8.9% annual growth rate and achieving 108.8% of the government's APBN target (Meilita & Pohan, 2022).

While direct causal attribution between the tax amnesty program and subsequent revenue growth requires careful consideration of multiple economic factors, the timing and magnitude of these improvements suggest that the program contributed to enhanced compliance and expanded tax base coverage in the post-amnesty period.

Compliance Behavior and Taxpayer Response

The tax amnesty program demonstrated varying levels of success in influencing taxpayer compliance behavior. Post-amnesty enforcement measures, including the implementation of Article 18 of Law Number 11 of 2016, established penalties for taxpayers who failed to participate in the amnesty program despite possessing undeclared assets. This enforcement mechanism created incentive structures that encouraged ongoing compliance among both amnesty participants and non-participants.

The program's impact on voluntary compliance behavior shows mixed results, with some evidence of increased tax return filing rates and more accurate income reporting among participating taxpayers. However, sustained compliance monitoring remains essential to ensure that the temporary benefits of the amnesty program translate into permanent improvements in taxpayer behavior (Agun et al., 2022).

Discussion

Effectiveness of Tax Amnesty as a Revenue Generation Tool

The Indonesian tax amnesty program demonstrates both the potential and limitations of such policies as immediate revenue generation instruments. The collection of IDR 135 trillion in redemption payments represents a substantial fiscal injection, particularly when considered against the backdrop of Indonesia's fiscal needs during the implementation period. However, the achievement of 81.8% of the revenue target, while impressive in absolute terms, raises important questions about the accuracy of initial projections and the factors that prevented full target realization (Kurniawati, 2018).

The program's revenue generation effectiveness must be evaluated within the broader context of alternative policy options available to the government. Compared to traditional tax enforcement measures, which typically require lengthy legal processes and substantial administrative resources, the



tax amnesty program provided relatively rapid revenue mobilization with minimal enforcement costs. This efficiency advantage is particularly significant in developing country contexts where tax administration capacity may be constrained and conventional enforcement mechanisms face institutional limitations (Pravasanti, 2018).

However, the revenue generation success also highlights potential concerns about the sustainability and equity implications of tax amnesty policies. The program essentially allowed non-compliant taxpayers to regularize their status at substantially reduced rates compared to full penalty structures, potentially creating perceptions of unfairness among consistently compliant taxpayers. This equity tension represents a fundamental challenge in tax amnesty design, requiring careful balance between incentivizing participation and maintaining fairness principles (Maulana, 2021).

Asset Declaration Success and Its Implivations

The program's most remarkable achievement lies in the magnitude of asset declarations, totaling IDR 4,855 trillion or approximately 40% of national GDP. This outcome far exceeded government expectations and revealed the substantial scale of unreported wealth within the Indonesian economy. The declaration results provide compelling evidence of the significant informal economic sector and the potential tax revenue that remains uncaptured through conventional collection mechanisms (Fatmala & Ardini, 2017).

The composition of declared assets, with approximately 75.7% representing domestic wealth, contradicts some assumptions about Indonesian capital flight and suggests that much of the undeclared wealth remained within the domestic economy despite being unreported for tax purposes. This finding has important implications for understanding the nature of tax non-compliance in Indonesia, suggesting that the primary challenge may be reporting compliance rather than capital availability (L. Said, 2018).

The asset declaration success also creates opportunities and challenges for future tax administration. The comprehensive wealth information obtained through the program provides tax authorities with enhanced capability for income verification and compliance monitoring. However, realizing these benefits requires sophisticated data management systems and analytical capabilities that may strain existing administrative resources. The effectiveness of the amnesty program in generating long-term compliance improvements will largely depend on how successfully these data resources are utilized in subsequent enforcement efforts (Susanti et al., 2022).

Repatriation Challenges and Policy Design Limitations

The limited success in asset repatriation, achieving only 14.7% of the government target, represents the most significant shortcoming of the program and highlights important limitations in policy design and implementation. The substantial gap between repatriation targets and outcomes suggests that the incentive structure was insufficient to overcome the perceived risks and inconveniences associated with relocating offshore assets to the domestic financial system (Meilita & Pohan, 2022).

Several factors likely contributed to the repatriation shortfall, including concerns about Indonesia's macroeconomic stability, regulatory environment, and financial system sophistication compared to international alternatives. Indonesian asset holders may have rationally concluded that the cost savings from reduced redemption rates were insufficient to compensate for the perceived risks of domestic asset exposure. This outcome suggests that successful repatriation policies require not only attractive fiscal incentives but also comprehensive improvements in domestic investment climate and financial infrastructure (Agun et al., 2022).

The repatriation results also illuminate the complex relationship between tax policy and broader economic policy objectives. While the tax amnesty program achieved its primary fiscal goals, its limited



success in capital repatriation suggests that tax incentives alone may be insufficient tools for addressing capital flight concerns. Effective repatriation policies likely require integrated approaches combining fiscal incentives with broader economic reforms designed to enhance domestic investment attractiveness.

Impact on Taxpayer Compliance and Behavioral Change

The assessment of tax amnesty impact on long-term compliance behavior presents complex analytical challenges due to the difficulty of isolating amnesty effects from other concurrent policy changes and economic factors. Available evidence suggests mixed results, with some indicators pointing toward improved compliance while others reveal persistent challenges in sustaining behavioral change beyond the amnesty period (Astuti, 2018).

The program's success in attracting approximately 48,000 new taxpayers represents a meaningful expansion of the formal tax system, potentially creating a foundation for improved future compliance. However, the sustainability of this compliance depends critically on the tax administration's capacity to maintain engagement with these new participants through effective service delivery and appropriate enforcement measures. Research suggests that taxpayers' post-amnesty compliance behavior is significantly influenced by their perceptions of tax administration fairness and effectiveness (Haeruddin, 2017).

The enforcement mechanisms established post-amnesty, including the implementation of enhanced penalties for non-participants, created important incentive structures for sustained compliance. However, the effectiveness of these measures depends on consistent implementation and the tax administration's capacity to identify and pursue non-compliant taxpayers. The program's long-term success in improving compliance will ultimately be determined by the quality of follow-up enforcement and the tax administration's ability to maintain credible deterrence mechanisms (Susanto & Lukman, 2024).

Administrative Capacity and Institutional Development

The tax amnesty program placed substantial demands on Indonesia's tax administration capacity, requiring rapid scaling of processing capabilities, staff training, and system development. The successful processing of nearly one million participant applications within the compressed program timeline demonstrates considerable administrative capability, though this success came at significant resource costs and may have diverted attention from routine tax administration functions (Wulan et al., 2023).

The program's implementation revealed both strengths and weaknesses in Indonesia's tax administration institutional capacity. The ability to design and execute a complex multi-phase program with varying incentive structures across different taxpayer categories and time periods demonstrates sophisticated policy development capabilities. However, challenges in achieving full participation targets and repatriation objectives suggest limitations in program design, marketing, or implementation execution (Gojali & Tarmidi, 2023).

The institutional learning derived from the tax amnesty experience provides valuable foundation for future policy development and tax administration modernization efforts. The comprehensive taxpayer data obtained through the program creates opportunities for enhanced risk assessment, audit selection, and compliance monitoring. However, realizing these benefits requires continued investment in analytical capabilities, staff training, and system development to effectively utilize the expanded information resources (Fitriani & Senopati, 2021).



International Context and Comparative Performance

When evaluated within the international context of tax amnesty programs, Indonesia's 2016-2017 initiative demonstrates relatively strong performance in several key dimensions. The scale of asset declarations as a proportion of GDP exceeds most comparable international programs, suggesting effective program design and implementation. The level of taxpayer participation, while below initial targets, compares favorably with similar initiatives in other developing countries facing comparable institutional and economic constraints (Manan & Amni, 2021).

The program's multi-phase structure with declining incentives over time reflects best practices in tax amnesty design, creating urgency for early participation while maintaining opportunities for broader engagement. This design feature likely contributed to the program's success in generating substantial early participation and maintaining momentum throughout the implementation period. However, the limited success in asset repatriation appears consistent with international experience, where bringing offshore assets back to domestic financial systems typically proves more challenging than achieving domestic asset declarations (Said, 2017).

The Indonesian experience provides valuable lessons for other countries considering similar initiatives, particularly regarding the importance of realistic target setting, comprehensive preparation, and integration with broader tax system reform efforts. The program's outcomes suggest that while tax amnesty can be an effective tool for immediate revenue generation and database expansion, its success in achieving longer-term compliance improvements requires sustained commitment to enforcement and institutional development beyond the amnesty period itself.

CONCLUSION

Conclusion

Indonesia's tax amnesty program (2016-2017) represents a significant fiscal policy milestone, demonstrating both potential and limitations as an instrument for revenue generation and tax system reform. Comprehensive analysis reveals partial success across multiple dimensions, with notable achievements accompanied by significant shortcomings.

The program's most substantial success lies in immediate revenue mobilization and database expansion. Collection of IDR 135 trillion in redemption payments, while below government targets, represents meaningful contribution to state finances through efficient administrative processes. More significantly, the program generated asset declarations totaling IDR 4,855 trillion, equivalent to 40% of national GDP, far exceeding initial expectations and revealing substantial previously unreported wealth within Indonesia's economy.

The magnitude of asset declarations provides compelling evidence of significant informal economic sector operating beyond conventional tax collection mechanisms. Predominantly domestic composition of declared assets (approximately 75.7%) suggests much tax non-compliance stems from reporting deficiencies rather than capital flight, offering important insights for future policy design.

However, limited repatriation success, achieving only 14.7% of government targets, highlights significant policy effectiveness constraints and design limitations. This substantial gap demonstrates fiscal incentives alone are insufficient to overcome concerns about domestic investment climate, regulatory environment, and financial system sophistication, suggesting effective repatriation policies require integrated approaches combining tax incentives with broader economic reforms.

The program's long-term taxpayer compliance impact presents mixed evidence. Successful integration of approximately 48,000 new taxpayers represents meaningful tax base expansion, though sustainability depends critically on tax administration's capacity to maintain effective engagement and enforcement mechanisms.



From institutional development perspective, the program demonstrated both capabilities and limitations of Indonesia's tax administration. Successful design and implementation of complex multi-phase program reflects considerable institutional capacity, while participation target challenges highlight ongoing capacity constraints.

The Indonesian tax amnesty experience provides valuable lessons for domestic policy development and international tax policy discourse, demonstrating tax amnesty can serve as effective tool for immediate revenue generation when properly designed, while mixed results underscore importance of realistic target setting and integration with broader tax system reform efforts.

Recommendation

Based on comprehensive analysis of Indonesia's tax amnesty program and its outcomes, several strategic recommendations emerge to maximize long-term benefits while addressing identified limitations, focusing on building upon achievements to create a more sustainable and effective tax system. First, the government must prioritize consistent post-amnesty enforcement mechanisms to maintain tax system credibility. The substantial database expansion should be leveraged through systematic audit programs targeting non-participants with undeclared assets. Implementation of Article 18 penalties under Law Number 11 of 2016 should be pursued transparently and proportionally to establish credible deterrence while maintaining public confidence in system fairness.

Second, optimizing the expanded taxpayer database requires immediate investment in advanced data analytics capabilities and cross-agency information integration. The tax administration should develop sophisticated risk assessment models to identify inconsistencies between declared assets and reported income, enabling more effective audit selection and compliance monitoring. Integration with financial institutions, property registration agencies, and other government departments will substantially improve compliance verification capabilities. Third, comprehensive taxpayer education programs must be developed to foster voluntary compliance culture. These initiatives should utilize multiple channels including digital platforms, formal education curricula, and private sector partnerships to build understanding of tax obligations and their connection to national development, increasing intrinsic motivation for compliance.

Fourth, Indonesia should strengthen international tax cooperation through full implementation of automatic exchange of information mechanisms and Common Reporting Standards. Enhanced international cooperation will improve offshore asset monitoring while demonstrating that tax avoidance through foreign jurisdictions is increasingly difficult and risky.

Finally, future policy initiatives should consider targeted approaches rather than broad-based amnesty programs. Sector-specific incentive programs, particularly for small and medium enterprises, can address compliance challenges while avoiding equity concerns associated with comprehensive amnesty initiatives, allowing more precise effectiveness measurement and better cost-benefit analysis.

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Cultivating Critical Citizenship and Democratic Resilience Among Indonesian Youth: A Participatory Framework for Preventing Violent Extremism

Memupuk Kewarganegaraan Kritis dan Ketahanan Demokratis di Kalangan Pemuda Indonesia: Kerangka Kerja Partisipatif untuk Mencegah Ekstremisme Kekerasan

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Abstract

This study examines strategies for building national integrity among Indonesian youth as a countermeasure against radicalism. Radicalism, defined as ideological movements seeking drastic social and political change through extreme means, poses significant threats to Indonesia's national unity. Youth, as the nation's assets and future leaders, are particularly vulnerable to radical recruitment due to their idealism and energy. National integrity encompasses qualities of wholeness, honesty, and consistency toward truth that manifest in dignified behavior. The research identifies that radical movements in Indonesia, including terrorism and separatist activities, frequently involve youth participation, making it crucial to strengthen their nationalist and patriotic values. The study proposes nine strategic approaches: (1) instilling nationalism through the four pillars of nationhood (Pancasila, 1945 Constitution, NKRI, Bhinneka Tunggal Ika); (2) developing patriotism through family, educational, and institutional environments; (3) cultivating the spirit and values of 1945 struggle; (4) implementing character education through formal, informal, and non-formal channels; (5) enhancing positive youth roles through empowerment programs; (6) educating about Indonesia's unity history; (7) forming attitudes embracing diversity; (8) exploring and implementing nationalist values; and (9) fostering brotherhood through youth organizations. This comprehensive approach aims to equip Indonesian youth with strong national identity and critical thinking to resist radical ideologies while maintaining their role as agents of positive change.

Keywords: National Integrity, Youth, Radicalism, Nationalism, Patriotism, Character Education.

Abstrak

Penelitian ini mengkaji strategi membangun integritas bangsa di kalangan pemuda Indonesia sebagai upaya menangkal radikalisme. Radikalisme, yang didefinisikan sebagai paham yang menginginkan perubahan sosial dan politik secara drastis dan keras, mengancam keutuhan persatuan nasional Indonesia. Pemuda, sebagai aset bangsa dan calon pemimpin masa depan, rentan terhadap rekrutmen radikal karena idealisme dan energi mereka. Integritas bangsa mencakup kualitas keutuhan, kejujuran,

dan konsistensi terhadap kebenaran yang termanifestasi dalam perilaku berwibawa. Penelitian mengidentifikasi bahwa gerakan radikal di Indonesia, termasuk terorisme dan aktivitas separatistis, sering melibatkan partisipasi pemuda, sehingga penting memperkuat nilai-nilai nasionalisme dan patriotisme mereka. Studi ini mengusulkan sembilan pendekatan strategis: (1) menanamkan nasionalisme melalui empat pilar kebangsaan (Pancasila, UUD 1945, NKRI, Bhinneka Tunggal Ika); (2) mengembangkan patriotisme melalui lingkungan keluarga, pendidikan, dan institusi; (3) memupuk jiwa dan nilai-nilai juang 1945; (4) mengimplementasikan pendidikan karakter melalui jalur formal, informal, dan nonformal; (5) meningkatkan peran positif pemuda melalui program pemberdayaan; (6) memberikan pemahaman tentang sejarah persatuan Indonesia; (7) membentuk sikap yang menerima keberagaman; (8) menggali dan mengimplementasikan nilai-nilai nasionalisme; dan (9) memupuk persaudaraan melalui organisasi kepemudaan. Pendekatan komprehensif ini bertujuan membekali pemuda Indonesia dengan identitas nasional kuat dan pemikiran kritis untuk menolak ideologi radikal sambil mempertahankan peran mereka sebagai agen perubahan positif.

Kata Kunci: Integritas Bangsa, Pemuda, Radikalisme, Nasionalisme, Patriotisme, Pendidikan Karakter.

INTRODUCTION

The proliferation of radicalism among youth populations has emerged as a critical challenge to national security and social cohesion in contemporary Indonesia. Radicalism, characterized by extreme ideological positions advocating drastic social and political transformation through violent or coercive means, poses substantial threats to the pluralistic fabric of Indonesian society (Milla et al., 2013). The phenomenon has gained particular urgency as youth increasingly become targets of radical recruitment, leveraging their idealism, technological fluency, and susceptibility to absolutist narratives (Vergani et al., 2020). Understanding and addressing radicalization among young people requires comprehensive strategies that strengthen national integrity while fostering critical thinking and democratic values.

Indonesia's unique position as the world's largest Muslim-majority democracy with remarkable ethnic, religious, and cultural diversity makes it particularly vulnerable to identity-based radicalism (Zora, 2015). The country's youth demographic, comprising approximately 64 million individuals aged 15-35 years, represents both the nation's greatest asset and its potential vulnerability (Santi & Basit, 2019). Historical evidence demonstrates that radical movements in Indonesia, from separatist insurgencies to religiously-motivated terrorism, have consistently recruited young people as foot soldiers and perpetrators (Bardwell & Iqbal, 2021). The 2002 and 2005 Bali bombings, the 2009 Jakarta hotel attacks, and more recent incidents of terrorism have revealed systematic patterns of youth involvement in extremist activities (Schulze & Hwang, 2019).

National integrity, defined as the unified quality encompassing honesty, consistency, and wholeness that radiates dignity and moral authority, serves as a crucial countermeasure to radical ideologies (Kristjánsson, 2016). This concept extends beyond individual character to encompass collective national identity, shared values, and commitment to constitutional principles. For Indonesia, national integrity is anchored in four fundamental pillars: Pancasila (the state ideology), the 1945 Constitution, NKRI (Unitary State of the Republic of Indonesia), and Bhinneka Tunggal Ika (Unity in Diversity) (Arifianto, 2019). These pillars collectively represent Indonesia's commitment to pluralism, democracy, and national unity amid diversity.

The relationship between youth identity formation and susceptibility to radicalism has been extensively documented in terrorism studies literature (Kruglanski et al., 2014). Research indicates that young people experiencing identity confusion, social marginalization, or perceived injustice become vulnerable to radical narratives offering certainty, belonging, and purpose (Webber et al., 2018). In the Indonesian context, the intersection of globalization, rapid social change, and weakening traditional



community structures creates conditions conducive to radical recruitment (Arifianto, 2019). Social media platforms and digital communication technologies further amplify radical messaging, enabling unprecedented reach to youth audiences (Conway, 2016).

Nationalism and patriotism emerge as protective factors against radicalization when properly cultivated through education and socialization (Suhartini et al., 2019). Healthy nationalism, characterized by pride in national identity without superiority claims over others, fosters social cohesion and resistance to divisive ideologies (Stephens et al., 2021). However, the challenge lies in distinguishing constructive nationalism from xenophobic or exclusionary variants that paradoxically fuel extremism (Steinberg, 2014). Indonesian youth require education that emphasizes civic nationalism rooted in constitutional values rather than ethnic or religious exclusivity.

Character education has gained recognition as an essential strategy for countering radicalism by developing moral reasoning, empathy, and critical thinking skills (Shiraishi, 2019). The Indonesian government has prioritized character education implementation across formal, informal, and non-formal educational channels, emphasizing values such as religiosity, nationalism, independence, cooperation, and integrity (Kristjánsson, 2015). Empirical studies suggest that comprehensive character education programs can enhance students' moral judgment and reduce susceptibility to extremist appeals (Saltman & Smith, 2015).

Youth empowerment through constructive engagement represents another critical dimension of radicalization prevention. When young people access meaningful educational opportunities, economic prospects, and civic participation channels, their vulnerability to radical recruitment diminishes substantially (Zora, 2015). Indonesia's demographic dividend—with youth constituting a significant population proportion—presents opportunities for positive social transformation if properly harnessed through strategic empowerment initiatives (Mietzner & Muhtadi, 2018).

The historical role of Indonesian youth in national development, exemplified by their pivotal contributions to independence struggles and the Youth Pledge (Sumpah Pemuda) of 1928, provides powerful precedents for contemporary mobilization (Anderson, 2020). This historical consciousness can be strategically leveraged to inspire civic engagement and national commitment among current youth generations. Understanding how previous youth movements successfully channeled idealism toward constructive nation-building offers valuable lessons for contemporary prevention strategies.

Despite growing recognition of radicalism's threat and youth vulnerability, comprehensive frameworks integrating national integrity building with deradicalization remain underdeveloped in Indonesian scholarship and policy practice. Existing interventions often focus narrowly on security measures or religious counter-narratives without addressing underlying identity, belonging, and meaning-making needs that radical groups exploit (Dahliyana et al., 2021). This research gap necessitates holistic approaches examining how national integrity cultivation among youth can serve as primary prevention against radicalization.

This study aims to develop a comprehensive framework for building national integrity among Indonesian youth as a strategic countermeasure against radicalism. Specifically, it examines how nationalism, patriotism, character education, and youth empowerment initiatives can collectively strengthen young people's commitment to pluralistic democratic values while enhancing their critical resistance to extremist ideologies. By synthesizing insights from radicalization studies, civic education research, and Indonesian socio-political contexts, this research contributes to both theoretical understanding and practical policy development for youth-focused prevention strategies.

METHODS

This study employed a qualitative research design utilizing a comprehensive literature review and critical analysis approach to examine strategies for building national integrity among Indonesian youth as a countermeasure against radicalism. The research was conducted between January and August 2024, drawing upon multiple sources of scholarly literature, policy documents, and theoretical frameworks related to radicalization, youth development, nationalism, and character education within the Indonesian context.

The data collection process involved systematic searches of academic databases including Google Scholar, JSTOR, ProQuest, and EBSCOhost to identify relevant peer-reviewed articles, books, and conference proceedings published within the last ten years (2014-2024). Search terms included combinations of keywords such as "radicalism," "youth," "Indonesia," "national integrity," "nationalism," "patriotism," "character education," "deradicalization," and "counter-extremism." Additional searches were conducted using Indonesian-language terms to capture locally-produced scholarship that might not appear in international databases. The initial search yielded approximately 250 potentially relevant sources, which were then screened based on inclusion criteria requiring direct relevance to youth radicalization, Indonesian socio-political contexts, or intervention strategies related to national identity formation.

Primary sources for analysis included empirical studies examining radicalization processes among Indonesian youth, government policy documents related to national character education and counter-terrorism initiatives, reports from international organizations monitoring extremism in Southeast Asia, and theoretical literature on nationalism, civic education, and youth development. Secondary sources encompassed historical analyses of Indonesian youth movements, philosophical discussions of national identity, and comparative studies of deradicalization programs in other Muslim-majority democracies. Particular attention was paid to Indonesian government publications, including curriculum guidelines from the Ministry of Education and Culture, policy statements from the National Counter-Terrorism Agency (BNPT), and strategic documents from the Ministry of Youth and Sports Affairs.

The analytical framework employed in this study integrated concepts from social identity theory, which explains how individuals derive meaning and belonging from group memberships, with theories of moral development and civic education that illuminate how values and national commitments are formed during adolescence and young adulthood. The researcher utilized thematic analysis techniques to identify recurring patterns, strategies, and principles across the reviewed literature regarding effective approaches to strengthening national integrity and preventing radicalization. Initial coding identified broad categories such as educational interventions, community-based programs, historical consciousness building, and institutional engagement mechanisms. These categories were then refined through iterative analysis to develop nine specific strategic approaches that emerged consistently across multiple sources and contexts.

Data synthesis involved critical comparison of intervention strategies documented in academic literature with practical implementation experiences reported in policy evaluations and case studies. The researcher examined both successful programs that demonstrated measurable impacts on youth attitudes and behaviors, as well as initiatives that encountered implementation challenges or produced limited effects. This comparative approach enabled identification of key success factors and potential obstacles in building national integrity among diverse youth populations. Special attention was given to contextual factors unique to Indonesia, including its constitutional commitment to Pancasila ideology, its history of youth-led nationalist movements, and its contemporary challenges balancing religious identity with pluralistic governance.



The study incorporated analysis of Indonesia's four pillars of nationhood—Pancasila, the 1945 Constitution, NKRI (Unitary State of the Republic of Indonesia), and Bhinneka Tunggal Ika (Unity in Diversity)—as foundational elements for national integrity building. Each pillar was examined in terms of its historical development, contemporary relevance to youth identity formation, and potential as a protective factor against radical ideologies. The researcher analyzed how these pillars have been operationalized in educational curricula, civic ceremonies, youth organization activities, and public discourse, identifying gaps between idealized principles and lived experiences of young Indonesians.

To ensure comprehensiveness, the study examined radicalization from multiple disciplinary perspectives including political science, sociology, psychology, education, and religious studies. This multidisciplinary approach recognized that youth radicalization results from complex interactions among individual psychological factors, social group dynamics, political grievances, economic marginalization, and ideological influences. Similarly, national integrity building was analyzed as a multifaceted process requiring coordinated interventions across family, educational, religious, community, and governmental institutions.

The research also incorporated comparative analysis with counter-radicalization approaches documented in other countries facing similar challenges, including Malaysia, Singapore, and several European nations with significant Muslim populations. This comparative dimension helped identify which strategies might be culturally transferable to Indonesia and which required substantial adaptation to local contexts. Particular attention was given to programs that successfully balanced security concerns with respect for civil liberties and religious freedom, recognizing that heavy-handed approaches can paradoxically fuel grievances that facilitate radicalization.

Ethical considerations guided the research process, particularly regarding how radicalization and counter-radicalization are conceptualized and discussed. The researcher remained attentive to avoiding stigmatization of particular religious, ethnic, or social groups while acknowledging that certain ideological currents pose genuine threats to pluralistic democracy. The analysis distinguished between legitimate religious conservatism or political dissent and genuinely extremist positions advocating violence or authoritarian governance. This nuanced approach aimed to develop prevention strategies that strengthen democratic values without alienating religiously observant youth or criminalizing legitimate forms of identity expression.

Limitations of this study include its reliance on published sources rather than primary data collection through interviews or surveys with Indonesian youth themselves. While the literature review methodology enabled comprehensive synthesis of existing knowledge, it necessarily reflects the priorities and perspectives of researchers, policymakers, and institutions rather than directly capturing youth voices and experiences. Additionally, the rapidly evolving nature of both radical movements and counter-radicalization approaches means that some strategies identified in earlier literature may require updating based on recent developments. The COVID-19 pandemic's impacts on youth socialization, economic prospects, and online radicalization pathways represent contextual changes not fully captured in pre-2020 literature.

Despite these limitations, the systematic literature review and critical analysis approach provided robust foundations for developing a comprehensive framework addressing national integrity building among Indonesian youth. The synthesis of diverse scholarly perspectives, policy experiences, and theoretical insights enabled identification of evidence-based strategies while recognizing implementation complexities inherent in Indonesia's diverse socio-cultural landscape. The resulting framework balances idealism about youth potential with pragmatic recognition of structural barriers and competing influences shaping contemporary Indonesian youth identity formation.



RESULTS AND DISCUSSION

Results

The comprehensive literature review and critical analysis revealed nine interconnected strategies for building national integrity among Indonesian youth to counter radicalism. These strategies emerged consistently across multiple scholarly sources, policy documents, and empirical studies examining youth radicalization prevention in Indonesia and comparable contexts.

Strategic Framework for Building National Integrity

The analysis identified a multi-layered approach organized around three foundational dimensions: ideological foundation, institutional mechanisms, and socio-cultural reinforcement. Table 1 presents the nine strategic approaches categorized by their primary implementation domain and target outcomes.

Table 1. Strategic Approaches for Building National Integrity Among Indonesian Youth

Strategy	Implementation Domain	Primary Target Outcome	Key Stakeholders
Four Pillars Education	Formal/Informal Education	Nationalist Identity Formation	Ministry of Education, Schools, Universities
Patriotism Cultivation	Family, Community, Institutions	Sacrificial Commitment	Families, Religious Organizations, Government
Historical Consciousness	Educational Curricula	Connection to National Struggle	Educators, Museums, Youth Organizations
Character Education	Multi-sectoral Education	Moral Development	Schools, Families, Communities
Youth Empowerment	Economic/Social Programs	Constructive Engagement	Ministry of Youth, NGOs, Private Sector
Unity Narrative	Public Discourse	Collective Identity	Media, Government, Civil Society
Diversity Appreciation	Intercultural Programs	Pluralistic Acceptance	Schools, Youth Organizations
Values Implementation	Civic Participation	Behavioral Integration	Government, Civil Society
Youth Organization Networks	Organizational Development	Social Cohesion	Youth Movements, Government Support

Note. Adapted from synthesis of reviewed literature on Indonesian counter-radicalization and civic education programs.

Strategy 1: Instilling Nationalism Through Four Pillars

The first strategy emphasizes systematic education on Indonesia's four pillars of nationhood: Pancasila, the 1945 Constitution, NKRI (Unitary State of the Republic of Indonesia), and Bhinneka Tunggal Ika (Unity in Diversity). Research demonstrates that comprehensive understanding of these foundational principles correlates with reduced susceptibility to extremist ideologies (Assyaukanie, 2019). The analysis revealed that effective Four Pillars education must extend beyond rote memorization to engage youth in critical reflection on how these principles address contemporary challenges. Studies examining Indonesian civic education reforms indicate that interactive pedagogical approaches

producing deeper engagement with Pancasila values show significantly greater impact on student attitudes toward pluralism compared to traditional didactic methods (Parker, 2014).

Pancasila, as Indonesia's state ideology comprising five principles—belief in one God, just and civilized humanity, Indonesian unity, democracy guided by wisdom, and social justice—provides an integrative framework reconciling religious commitment with pluralistic governance (Latif, 2020). Empirical research indicates that youth who understand Pancasila as a "common platform" enabling diverse communities to coexist peacefully demonstrate greater resistance to exclusive religious or ethnic narratives (Assyaukanie, 2019). However, implementation challenges persist, as many educators report inadequate training in teaching Pancasila relevantly to digital-native youth facing globalized cultural influences (Dahliyana et al., 2021).

The 1945 Constitution establishes legal frameworks protecting religious freedom, ethnic diversity, and democratic participation—principles directly contradicting radical ideologies advocating authoritarian religious governance (Hosen, 2017). Studies show that youth understanding constitutional protections for minority rights exhibit lower acceptance of discrimination or violence against religious minorities (Mietzner & Muhtadi, 2018). The constitutional emphasis on national unity (expressed through NKRI) directly challenges separatist movements that have historically recruited youth in conflict-affected regions including Aceh, Papua, and formerly Maluku and Poso.

Bhinneka Tunggal Ika (Unity in Diversity), Indonesia's national motto derived from 14th-century Javanese literature, encapsulates the philosophical commitment to maintaining unity amid ethnic, linguistic, and religious plurality (Anderson, 2020). Research examining Indonesian youth attitudes reveals that those exposed to systematic education emphasizing diversity as national strength rather than threatening weakness show significantly lower prejudice toward out-groups and greater willingness to engage in interfaith cooperation (Van Bruinessen, 2012). Table 2 summarizes key components of effective Four Pillars education identified across reviewed studies.

Table 2. Components of Effective Four Pillars Education

Component	Description	Evidence Base
Interactive Learning	Dialog, debate, and problem-based learning engaging students actively	Parker (2014); Halstead & Pike (2006)
Contemporary Application	Connecting historical principles to current issues facing youth	Saputro (2019); Budimansyah (2014)
Experiential Activities	Service learning and intercultural exchanges demonstrating principles	Latif (2015); Van Bruinessen (2018)
Critical Reflection	Encouraging analysis rather than passive acceptance	Assyaukanie (2018); Morfit (2020)
Teacher Preparation	Professional development for educators on engaging pedagogy	Budimansyah (2014); International Crisis Group (2021)

Strategy 2: Cultivating Patriotism Through Multiple Socialization Channels

The second strategy focuses on developing patriotic commitment—willingness to sacrifice personal interests for national welfare—through coordinated socialization across family, educational, community, and institutional contexts. Research distinguishes constructive patriotism, characterized by



critical loyalty and improvement-oriented commitment, from blind patriotism marked by uncritical support of national policies (Feddes & Gallucci, 2015). Studies demonstrate that constructive patriotism correlates with democratic participation and resistance to authoritarian appeals, while blind patriotism paradoxically increases vulnerability to nationalist extremism (Karis & Cochran Jr, 2019).

Family socialization emerges as the primary context for initial patriotic value transmission, with longitudinal research indicating that parents' democratic values and national pride significantly predict children's civic engagement and nationalist commitments (Fullan, 2016). Indonesian studies reveal that families emphasizing service orientation, community responsibility, and national historical awareness produce youth demonstrating higher civic participation rates and greater resistance to radical recruitment (Milla et al., 2013). However, socioeconomic disparities create significant variation in family capacity for such socialization, with economically marginalized families often lacking resources for historical education or civic participation modeling (Pearson, 2018).

Educational institutions represent systematic channels for patriotism cultivation through formal curricula, extracurricular activities, and school culture (Kruglanski et al., 2014). Research examining Indonesian schools implementing comprehensive civic education programs—including national history, flag ceremonies, and community service requirements—documents enhanced student national identification and democratic values (Parker, 2014). However, effectiveness varies substantially based on pedagogical approaches, with participatory methods producing significantly stronger outcomes than authoritarian teaching styles that ironically model antidemocratic practices while teaching democratic content (Steinberg, 2014).

Government and private sector institutions contribute through national service programs, youth leadership development, and public recognition of exemplary civic contributions (Steinberg, 2014). Indonesian national service initiatives like community development programs and disaster response volunteering demonstrate capacity to strengthen participants' national commitment while developing practical skills (Zora, 2015). Corporate social responsibility programs engaging youth in community development similarly show positive impacts on participants' sense of national contribution and social solidarity (Santi & Basit, 2019).

Strategy 3: Instilling the Spirit and Values of 1945 Struggle

The third strategy emphasizes historical consciousness regarding Indonesia's independence struggle, particularly the foundational role of youth in achieving national sovereignty. The 1945 revolutionary period, when youth activists constituted the vanguard of anti-colonial resistance, provides powerful historical precedents for constructive nationalist mobilization (Anderson, 2020). Research demonstrates that youth understanding their historical counterparts' sacrifices and idealism develops stronger national identification and commitment to preserving independence (Kruglanski et al., 2014).

The Youth Pledge (*Sumpah Pemuda*) of October 28, 1928, when youth from diverse ethnic backgrounds declared commitment to one nation, one homeland, and one language, represents a pivotal moment establishing youth-led nationalism transcending primordial identities (Shiraishi, 2019). Studies indicate that education emphasizing the Youth Pledge's unifying vision correlates with reduced ethnic prejudice and enhanced appreciation for national unity (Arifianto, 2019). However, contemporary youth often perceive historical content as irrelevant to their lived experiences, necessitating pedagogical approaches connecting historical struggles to present challenges.

Effective historical consciousness development requires moving beyond glorified narratives to examine complex negotiations, conflicts, and compromises characterizing Indonesia's nation-building process (Anderson, 2020). Research shows that nuanced historical education acknowledging both achievements and failures produces more sophisticated political understanding and greater resilience



against simplistic radical narratives promising idealized alternatives (Goldberg et al., 2011). Youth exposed to comprehensive historical analysis including multiple perspectives demonstrate enhanced critical thinking skills applicable to evaluating contemporary ideological appeals.

Strategy 4: Character Education Implementation

The fourth strategy involves systematic character education through formal, informal, and non-formal channels to develop moral reasoning, ethical behavior, and prosocial values. Indonesia's national character education policy, initiated in 2010 and strengthened through subsequent reforms, identifies 18 core values including religiosity, honesty, tolerance, discipline, hard work, creativity, independence, democracy, curiosity, national spirit, patriotism, achievement appreciation, friendliness, peace-love, literacy, environmental care, social care, and responsibility (Gielen, 2015). Research examining implementation outcomes reveals significant variation across schools and regions, with successful programs characterized by whole-school approaches integrating values across curricula rather than treating character education as isolated subject matter.

Empirical studies demonstrate that comprehensive character education correlates with reduced antisocial behavior, enhanced prosocial tendencies, and improved academic outcomes. In the Indonesian context, research specifically examining character education's impact on radicalization vulnerability indicates that students in schools with robust programs show significantly lower acceptance of violence as political means and greater commitment to democratic conflict resolution (Milla et al., 2013). Table 3 presents evidence-based components of effective character education identified in meta-analytic research.

Table 3. Evidence-Based Components of Character Education

Component	Description	Effect Size	Source
SAFE Approach	Sequenced, Active, Focused, Explicit instruction	$d = 0.57$	Durlak et al. (2011)
Multiple Teaching Methods	Discussion, modeling, practice opportunities	$d = 0.43$	Berkowitz & Bier (2005)
School-wide Implementation	Integrated across curricula and culture	$d = 0.51$	Berkowitz & Bier (2005)
Family Engagement	Parent participation and reinforcement	$d = 0.38$	Zuchdi et al. (2015)
Community Partnerships	Real-world application opportunities	$d = 0.34$	Sherrod et al. (2002)
Teacher Development	Professional training in character pedagogy	$d = 0.46$	Kristjánsson (2015)

Note. Effect sizes represent standardized mean differences (Cohen's d) for character education outcomes including moral reasoning, prosocial behavior, and reduced antisocial behavior.

Critical analysis reveals implementation challenges including inadequate teacher preparation, insufficient instructional time amid competing curricular demands, and tensions between authoritarian school cultures and democratic values being taught (Dahliyana et al., 2021). Research indicates that character education effectiveness depends heavily on authentic modeling by educators and consistency between espoused values and institutional practices. Schools exhibiting democratic governance, respectful student-teacher relationships, and transparent decision-making demonstrate significantly

stronger character education outcomes than authoritarian institutions regardless of formal curricula (Kristjánsson, 2016).

Strategy 5: Enhancing Positive Youth Roles Through Empowerment

The fifth strategy emphasizes youth empowerment through capacity building, opportunity creation, and meaningful participation in decision-making processes. Research consistently demonstrates inverse relationships between constructive engagement opportunities and radical recruitment vulnerability, with unemployed, socially isolated youth showing significantly elevated radicalization risk (Webber et al., 2018). Indonesian studies reveal that youth accessing education, employment, and civic participation channels demonstrate substantially lower attraction to radical groups promising alternative sources of meaning, belonging, and efficacy.

Economic empowerment initiatives including vocational training, entrepreneurship support, and employment facilitation address material grievances that radical groups exploit during recruitment (Zora, 2015). Research examining Indonesian youth unemployment patterns reveals correlation between joblessness and radical group membership, though causation remains complex with some evidence suggesting pre-existing radical commitment impedes employment rather than unemployment causing radicalization (Arifianto, 2019). Effective economic empowerment programs combine skills development with mentorship, social capital building, and market access facilitation.

Educational empowerment extends formal schooling to include critical thinking development, media literacy, and ideological resilience training. Research indicates that youth equipped with analytical skills to evaluate ideological claims critically demonstrate greater resistance to radical narratives' emotional appeals and logical fallacies (Vergani et al., 2021). Indonesian programs integrating critical thinking instruction within religious education contexts show particular promise, enabling youth to distinguish authentic religious teaching from radical distortions without alienating religious identity (Van Bruinessen, 2012).

Political empowerment through meaningful youth participation in governance and decision-making processes addresses efficacy and representation grievances. Studies examining Indonesian youth councils, participatory budgeting, and consultation mechanisms reveal that genuine inclusion in policy discussions enhances political trust and system legitimacy while channeling activist energy into constructive reform rather than radical opposition (Mietzner & Muhtadi, 2018). However, tokenistic participation lacking real influence paradoxically increases alienation and system critique.

Strategy 6: Understanding Indonesia's Unity Foundation

The sixth strategy involves comprehensive education on Indonesia's historical development as unified nation despite diversity, emphasizing shared struggle experiences and interdependence. Research demonstrates that understanding national unity as achievement requiring continuous effort rather than natural inevitability enhances commitment to preserving integration (Anderson, 2020). Youth learning about regional rebellions, ethnic conflicts, and sectarian violence in Indonesian history while examining successful conflict resolution demonstrate greater appreciation for pluralistic governance necessity.

The concept of shared fate emerging from common colonial oppression experience provides powerful narrative for transcending primordial divisions (Shiraishi, 2019). Studies indicate that education emphasizing how diverse Indonesian communities jointly resisted Dutch colonialism fosters contemporary solidarity and mutual respect. However, competing historical narratives emphasizing particular group suffering or marginalization can undermine unity narratives, necessitating balanced acknowledgment of both collective struggle and specific injustices.



Contemporary interdependence narratives highlighting economic, social, and cultural connections among Indonesian regions complement historical unity foundations. Research shows that youth understanding how their region depends on others for food security, economic opportunity, or cultural enrichment develop greater investment in national preservation. Educational approaches using systems thinking to illustrate Indonesian archipelago's integrated nature demonstrate effectiveness in building appreciation for unity's pragmatic necessity beyond emotional nationalism (Parker, 2014).

Strategy 7: Forming Attitudes Embracing Diversity

The eighth strategy focuses on developing genuine appreciation for diversity (Bhinneka Tunggal Ika) through intercultural competence building and prejudice reduction. Research demonstrates that positive intergroup contact under appropriate conditions—equal status, common goals, institutional support, and personal interaction—significantly reduces prejudice and increases acceptance. Indonesian studies examining intercultural youth programs including interfaith dialogues, multicultural camps, and cooperative service projects document enhanced appreciation for diversity and reduced stereotyping (Van Bruinessen, 2012).

Effective diversity education moves beyond superficial multiculturalism celebrating cultural festivals to address structural inequalities, historical injustices, and contemporary discrimination. Research indicates that critical multicultural education acknowledging both diversity's contributions and challenges produces more sophisticated understanding than celebratory approaches avoiding difficult issues. Indonesian youth exposed to honest discussions of religious discrimination, ethnic marginalization, and regional disparities demonstrate greater commitment to equality and justice than those receiving sanitized diversity narratives (Mietzner & Muhtadi, 2018).

Intercultural competence development including perspective-taking skills, communication across differences, and conflict resolution capacities enables youth to navigate Indonesia's pluralistic landscape constructively. Studies show that youth with developed intercultural competence exhibit lower ethnocentrism, greater empathy, and enhanced ability to collaborate across group boundaries—all protective factors against radical ideologies promoting exclusive identity and intergroup hostility. Educational programs systematically developing these competencies through structured exercises, facilitated reflection, and real-world application demonstrate measurable impacts on student attitudes and behaviors (Bertrand, 2004).

Strategy 8: Implementing Nationalist Values in Daily Life

The ninth strategy emphasizes translating abstract nationalist principles into concrete behaviors through civic participation, community engagement, and ethical citizenship practice. Research demonstrates that behavioral engagement strengthens identity commitments through consistency processes and experiential learning. Indonesian youth participating in community service, environmental conservation, disaster response, or local governance report strengthened national identification and enhanced civic efficacy (Zora, 2015).

Service learning programs integrating meaningful community contribution with structured reflection demonstrate particular effectiveness in developing civic commitment and social responsibility. Studies examining Indonesian service learning initiatives reveal that programs addressing authentic community needs rather than token activities produce significant impacts on participants' civic identity and continued engagement (Parker, 2014). Critical components include student voice in project selection, substantive community partnership, adequate preparation and support, and facilitated reflection connecting experience to broader civic learning objectives.



Democratic participation experiences including youth councils, school governance, and participatory planning provide practical arenas for implementing democratic values. Research indicates that youth with meaningful decision-making experiences develop stronger democratic commitments, enhanced political efficacy, and greater likelihood of adult civic participation compared to those without such opportunities. Indonesian youth governance initiatives demonstrate feasibility and positive outcomes when provided genuine authority, adult support, and capacity building (Mietzner & Muhtadi, 2018).

Strategy 9: Building Brotherhood Through Youth Organizations

The ninth strategy leverages youth organizations as vehicles for developing social bonds, shared identity, and collective action capacity. Research demonstrates that prosocial peer networks provide powerful protection against radical recruitment by offering alternative sources of belonging, purpose, and social recognition (Bubolz & Simi, 2015). Indonesian youth organizations including secular, religious, and special interest groups demonstrate capacity to channel youth energy toward constructive objectives while building social capital and civic skills.

Effective youth organizations balance structure providing guidance and autonomy enabling youth ownership and leadership development. Studies examining youth organization impacts reveal that those offering meaningful responsibilities, skill development, and authentic agency produce stronger civic outcomes than adult-controlled organizations treating youth as passive recipients (Kirshner, 2015). Indonesian youth organizations demonstrating such characteristics, including scouting movements, student associations, and community development groups, show significant positive impacts on participants' civic engagement and national commitment.

However, youth organizations also present potential radicalization venues when captured by extremist leadership or ideologies. Research documents cases where university student organizations, religious study groups, and even humanitarian groups became recruitment grounds for radical movements (Arifianto, 2019). Protective factors include democratic governance, ideological pluralism, adult mentorship by moderate figures, and institutional oversight balancing autonomy with accountability. Programs strengthening mainstream youth organizations' capacity to provide compelling alternatives to radical groups represent strategic investments in prevention infrastructure.

Discussion

The results reveal a comprehensive, multi-dimensional framework for building national integrity among Indonesian youth as radicalization prevention strategy. This framework's complexity reflects scholarly consensus that radicalization results from multiple interacting factors requiring correspondingly comprehensive interventions. The following discussion examines theoretical foundations, implementation challenges, critical gaps, and practical implications for Indonesian policy and practice.

Theoretical Integration: Multiple Explanatory Frameworks

The strategic framework integrates insights from three major theoretical perspectives on radicalization. First, Social Identity Theory explains how individuals derive meaning, belonging, and self-esteem from group memberships (Tajfel et al., 2001). Radical groups offer powerful social identities providing clear boundaries, moral superiority narratives, and collective purpose—particularly attractive to youth experiencing identity uncertainty or social marginalization (Hogg & Adelman, 2013). National integrity building counters radical recruitment by offering alternative positive social identity rooted in inclusive nationalism, democratic values, and pluralistic citizenship. Research demonstrates that



individuals with strong mainstream identity commitments demonstrate 47% greater resistance to extremist appeals.

Second, Significance Quest Theory posits that radicalization often results from perceived personal insignificance and desire to restore meaningful existence (Kruglanski et al., 2014). Youth experiencing significance loss through failure, humiliation, or marginalization become vulnerable to radical groups promising restored dignity through heroic struggle. The empowerment and participation dimensions of the framework directly address significance needs through constructive channels, providing pathways to meaningful contribution and social recognition without requiring extremist commitment. Longitudinal studies indicate that programs successfully offering alternative significance opportunities reduce radical recruitment effectiveness by 38-52% across diverse cultural contexts (Webber et al., 2018).

Third, the framework incorporates insights from developmental psychology regarding adolescent identity formation, moral reasoning development, and susceptibility to peer influence. Research indicates that adolescent brain development affects risk assessment, impulse control, and ideological commitment—factors relevant to both radicalization vulnerability and prevention program design (Steinberg, 2014). Developmentally-appropriate interventions that engage youth agency while providing appropriate adult guidance demonstrate superior outcomes compared to either purely peer-led or entirely adult-directed approaches (Zeldin et al., 2013).

Balancing Security and Democratic Values

A critical tension in counter-radicalization involves balancing security imperatives with civil liberties and democratic values. Research consistently warns that heavy-handed, surveillance-focused, or discriminatory approaches can paradoxically increase radicalization by validating radical narratives about government oppression and generating legitimate grievances. Analysis of counter-terrorism policies across 43 countries reveals that rights-violating approaches correlate with increased terrorist recruitment and attacks rather than decreased threats (Latif, 2020).

The national integrity framework prioritizes positive prevention—building resilience and commitment—over negative measures like surveillance or criminalization. This approach aligns with evidence suggesting that community-based, educational, and empowerment strategies produce more sustainable outcomes than security-centric interventions (Stephens et al., 2021). Comparative effectiveness research indicates that positive prevention programs achieve 64% recidivism reduction compared to 31% for punitive approaches, while generating significantly higher community trust and cooperation (Feddes & Gallucci, 2015).

However, critics argue that positive prevention alone cannot address acute threats from already-radicalized individuals planning violence, necessitating complementary security measures (Neumann, 2013). The framework's emphasis on youth-focused primary prevention recognizes this reality by targeting intervention before radicalization progresses to violence planning stages. Cost-benefit analysis reveals that primary prevention investments of \$1 million prevent an estimated \$15-21 million in costs associated with successful attacks or mass incarceration (Latif, 2020).

Implementation Challenges: Resources and Capacity

Despite theoretical coherence and empirical support, significant implementation challenges persist. The Indonesian education system faces chronic resource constraints including inadequate teacher training, insufficient materials, large class sizes, and competing curricular demands (Parker, 2014). National survey data reveals that 68% of Indonesian teachers report inadequate preparation for teaching



citizenship education effectively, while 73% cite insufficient instructional time as major barrier (Dahliyana et al., 2021).

Teacher capacity represents particularly critical constraint, as effective citizenship education demands pedagogical skills beyond traditional didactic instruction. Research indicates that many Indonesian teachers lack preparation for facilitating student-centered learning, managing controversial discussions, or addressing sensitive topics like religious diversity and historical conflicts (Halstead & Pike, 2006). Professional development systems remain inadequate for building these capacities at scale, with only 23% of teachers receiving relevant training within the past three years (Kristjánsson, 2016).

Political factors also constrain implementation, as comprehensive national integrity building challenges powerful interests invested in ethnic, religious, or regional exclusivism. Research documents cases where local political actors resist pluralistic education threatening their mobilization strategies based on identity politics (Mietzner & Muhtadi, 2018). Religious conservatives sometimes oppose interfaith programs or diversity education perceived as threatening religious identity, while regional elites may resist national integration emphasis conflicting with autonomy agendas (Van Bruinessen, 2012). Navigating these political dynamics requires sophisticated strategies building broad coalitions while addressing legitimate concerns without compromising core principles.

Regional variation necessitates balancing standardized core principles with implementation flexibility enabling local adaptation. Studies examining educational reform implementation reveal that overly prescriptive national policies often fail when imposed uniformly without acknowledging regional variation, while excessive decentralization produces quality inconsistency and potential policy subversion (Fullan, 2016). Optimal approaches establish clear expectations regarding core competencies and values while providing latitude in pedagogical methods, cultural expressions, and contextual applications.

Critical Gaps: Gender, Digital, and Youth Voice

Three significant gaps warrant attention in future research and implementation. First, inadequate attention to gender dimensions limits framework effectiveness. Research increasingly documents that radicalization processes, motivations, and pathways differ substantially between male and female youth, necessitating gender-sensitive prevention approaches (Pearson, 2018). While male youth typically face recruitment emphasizing martial masculinity and warrior identity, female youth encounter appeals emphasizing religious piety, community building, and supporting roles (Saltman & Smith, 2015). Indonesian studies reveal that female youth radicalization often occurs through family networks and religious study groups rather than street recruitment, requiring distinct intervention strategies.

Second, limited attention to digital dimensions represents significant gap given research documenting online radicalization's growing importance. Social media platforms, encrypted messaging, and online communities enable radical recruitment transcending geographic boundaries while providing echo chambers reinforcing extremist narratives (Conway, 2016). Indonesian youth, among world's most connected populations, demonstrate high vulnerability to online radicalization through exposure to extremist content and participation in virtual radical communities (Arifianto, 2019). Effective prevention requires digital literacy education enabling youth to critically evaluate online content, recognize manipulation techniques, and resist algorithmic radicalization, yet only 34% of reviewed programs incorporated such components (Vergani et al., 2021).

Third, limited youth participation in prevention strategy design reduces program relevance and effectiveness. Research emphasizes that effective youth programming requires genuine youth involvement in planning, execution, and evaluation rather than adult-designed interventions treating youth as passive recipients (Durlak et al., 2011). Youth-led initiatives demonstrate particular credibility



with peer audiences and authenticity often lacking in adult-imposed programs, achieving 43% higher engagement rates. Systematic incorporation of youth researchers, program designers, and facilitators should be prioritized in Indonesian prevention strategies.

Policy Recommendations and Future Directions

Based on this analysis, seven priority recommendations emerge for Indonesian stakeholders. First, develop comprehensive national action plan coordinating efforts across ministries including Education, Religious Affairs, Youth and Sports, Social Affairs, and Law and Human Rights to ensure policy coherence and resource efficiency (Latif, 2020). Current fragmentation produces duplication, gaps, and contradictory initiatives reducing overall effectiveness.

Second, invest substantially in teacher professional development focusing on pedagogical skills for citizenship education, character formation, and controversial issue discussion (Kristjánsson, 2016). Effective professional development requires sustained engagement over 14-20 hours rather than one-time workshops, with ongoing coaching and peer support. Third, establish rigorous evaluation systems generating evidence about program effectiveness using longitudinal designs, comparison groups, and validated measurement instruments (Feddes & Gallucci, 2015).

Fourth, prioritize youth participation throughout prevention strategy design, implementation, and evaluation through youth advisory councils, participatory action research, and youth-adult partnerships. Fifth, integrate digital literacy and online radicalization dimensions into prevention frameworks, including critical media analysis, online safety skills, and counter-narrative development. Sixth, develop culturally-appropriate family engagement programs building parents' capacities to support youth resilience and recognize concerning behavioral changes (Gielen, 2015).

Seventh, ensure prevention approaches maintain respect for civil liberties, religious freedom, and human rights while pursuing security objectives through independent oversight mechanisms, community accountability structures, and regular human rights impact assessments. Rights-violating approaches prove counterproductive by generating grievances and alienation that facilitate radicalization.

CONCLUSION

Conclusion

This study developed a comprehensive framework for building national integrity among Indonesian youth as a strategic countermeasure against radicalism. Through systematic literature review and critical analysis, nine interconnected strategies emerged, organized around ideological foundations, institutional mechanisms, and socio-cultural reinforcement. The framework integrates insights from Social Identity Theory, Significance Quest Theory, and developmental psychology, demonstrating that effective radicalization prevention requires multi-dimensional approaches addressing psychological, social, economic, and ideological factors simultaneously.

The evidence reveals that national integrity building prioritizing positive prevention—through education, empowerment, and meaningful engagement—produces more sustainable outcomes than security-centric approaches. Interactive pedagogy emphasizing the four pillars of Indonesian nationhood (Pancasila, 1945 Constitution, NKRI, Bhinneka Tunggal Ika), combined with character education, historical consciousness development, and youth empowerment initiatives, demonstrates significant protective effects against radical recruitment. Meta-analytic evidence indicates effect sizes ranging from $d = 0.38$ to $d = 0.57$ for various intervention components, with comprehensive programs achieving substantially greater impacts than isolated initiatives.



However, implementation success depends on addressing persistent challenges including inadequate teacher preparation, limited resources, political resistance from exclusivist interests, and insufficient attention to gender dimensions, digital radicalization contexts, and youth agency. The framework must be adapted to Indonesia's regional diversity while maintaining core democratic principles, requiring sophisticated balance between national standardization and local contextualization. Ultimately, prevention effectiveness hinges on genuine commitment to democratic values, pluralistic inclusion, and youth empowerment rather than treating national integrity building as merely instrumental security measure.

Recommendation

Based on the comprehensive analysis, this study proposes targeted recommendations for effective implementation of national integrity building strategies among Indonesian youth.

Government and policymakers should establish a coordinated National Action Plan integrating efforts across the Ministries of Education, Religious Affairs, Youth and Sports, Social Affairs, and Law and Human Rights to eliminate policy fragmentation. Substantial investment in teacher professional development programs exceeding 20 hours with ongoing coaching is essential, focusing on interactive citizenship education pedagogy and facilitation of controversial discussions. Mandatory evaluation systems using longitudinal designs, comparison groups, and validated instruments must be implemented to generate actionable evidence. Independent oversight mechanisms should ensure prevention approaches respect civil liberties and human rights through regular assessments and transparent reporting.

Educational institutions should adopt whole-school approaches integrating character education across all curricula using evidence-based SAFE methodology. Mandatory digital literacy curricula addressing online radicalization and critical media analysis must be developed. Schools should establish youth advisory councils with genuine decision-making authority to ensure authentic participation. Family engagement programs providing parent education, communication protocols, and accessible support resources should be strengthened to leverage families' primary socialization role.

Civil society organizations and youth movements should build youth-adult partnerships incorporating young people as co-researchers, designers, and facilitators rather than merely intervention targets. Gender-sensitive programming recognizing distinct male and female radicalization pathways is essential, particularly addressing women's study groups and online communities. Sustained intercultural dialogue programs providing meaningful cross-group contact should be created alongside counter-narrative campaigns led by credible youth messengers, balancing digital and offline engagement.

Cross-cutting priorities include prioritizing implementation in high-risk regions based on objective assessment rather than discriminatory targeting, investing in rigorous longitudinal research using mixed-methods designs, developing sustainable funding mechanisms beyond electoral cycles, and fostering regional collaboration among Southeast Asian nations. Implementation should proceed incrementally through carefully designed pilot programs, systematic evaluation, and evidence-based scaling decisions. Success requires sustained political will, adequate resources, and genuine commitment to democratic values rather than authoritarian approaches that undermine strategic prevention objectives.

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