

Integrating Hasta Brata Values into Civil Service Leadership

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ABSTRACT

This study aims to reactualize the values of *Hasta Brata* leadership within the context of Indonesia's civil service resource management transformation. The research is motivated by the dominance of Western leadership theories in the bureaucracy, which often lack roots in Nusantara's cultural values, necessitating an indigenous leadership approach to strengthen the integrity and performance of the State Civil Apparatus (ASN). The method employed is qualitative, using a structured library research approach that systematically synthesizes recent academic literature, public-sector regulations, and the philosophy of the eight natural characters. The findings conceptually indicate that the eight natural characters of *Hasta Brata*—Earth (*Kisma*), Sun (*Surya*), Water/Ocean (*Tirta/Banyu*), Fire (*Agni*), Wind (*Maruta*), Moon (*Candra*), Stars (*Kartika*), and Sky (*Akasa*)—offer a novel framework with strong relevance to the ASN BerAKHLAK core values. This philosophy provides a holistic ethical foundation for building inclusive, accountable, and adaptive public services. As a conceptual study, the findings suggest that integrating *Hasta Brata* into the ASN leadership competency development curriculum could serve as an effective cultural transformation strategy, though future empirical validation is required. As a policy recommendation, this study proposes that the *Hasta Brata* indicator be integrated into the Assessment Center instrument for promotions to Senior Leadership Positions (JPT). The study's contribution is to provide a theoretical foundation that combines local philosophy with a modern meritocratic system.

Keywords: ASN BerAKHLAK. Civil Service Management, Cultural Leadership, Hasta Brata, Public Sector Transformation

Introduction

The dynamics of governance and public service delivery in the era of disruption demand agility, integrity, and high levels of competence from the State Civil Apparatus (ASN). However, the empirical reality in the public sector is often still fraught with various managerial challenges, ranging from a silo mentality (sectoral ego), a rigid procedural orientation (bureaucratic rigidity), to a crisis of role models among policymakers. To unravel this complexity, leadership is recognized as one of the most crucial variables in determining the direction and performance of civil servant resource management (Sastrawan, 2019).

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Over the past few decades, leadership practice and development in the Indonesian public sector have tended to adopt conventional Western leadership theories, such as transformational, transactional, or situational leadership (Kurniawan, 2019; Nugroho & Muslim, 2024). In global public administration discourse, mainstream frameworks such as transformational leadership (Bass & Avolio, 1994) and servant leadership (Greenleaf, 1977) have extensively dominated the literature on organizational change. In the public sector, these established models are heavily utilized to stimulate public service motivation and ethical stewardship. However, the uncritical application of these Eurocentric leadership models in non-Western administrative cultures often results in a 'cultural mismatch.' This is where the emerging field of indigenous leadership theory gains prominence, arguing that leadership efficacy is deeply contingent upon local values, shared history, and cultural roots that resonate naturally with the workforce.

While Western approaches have been empirically proven to offer various advantages, their application of these theories often feels too far removed from the cultural essence of Indonesian society. As a result, these leadership values are understood only as administrative instruments, losing their spiritual dimension and lacking rootedness in the local wisdom passed down through generations. Like pearls buried by civilization, the archipelago's original philosophical values are increasingly submerged by the strong currents of management modernization (Kurniawan, 2019).

In response to this phenomenon, there is an urgency to reactualize the leadership philosophy rooted in the nation's cultural roots. One highly relevant and comprehensive legacy of local wisdom is the leadership teaching of *Hasta Brata*. The teachings of *Hasta Brata* contain a deep meaning of the nature of a leader (Wirajaya, 2022). *Hasta Brata* is symbolized by the noble qualities of the universe which should be used as a guideline for every leader (Haditsutrisno, 2009, in Hamim 2014). Etymologically, *hasta* means eight, while *brata* means behavior, character, or obligation. Thus, *Hasta Brata* represents the eight characteristics of nature—namely, Earth, Water/Ocean, Wind, Sun, Moon, Stars, Fire, and Clouds/Sky—which a leader must emulate and internalize (As'ad et al., 2011).

In contrast to the skeptical view that often equates *Hasta Brata* with a mere puppet story (*Lakon Wahyu Makutharama*) left over from the kingdom era, contemporary empirical research actually proves that *Hasta Brata* is a universal and ethical leadership model construction that is ideal for the modern institutional context (As'ad et al. 2011; Aryawan 2021). In the context of contemporary governance, *Hasta Brata* offers a servant leadership framework aligned with the core values of ASN *BerAKHLAK* (Integrated Civil Servants). Emulating the nature of nature

means public sector leaders are encouraged to selflessly provide for the people (Earth), absorb the aspirations of the grassroots (Wind), and enforce the law fairly and firmly (Fire). Leaders who adopt a natural character are required to understand the balance and sustainability demonstrated by these natural elements (Srimulyani & Hermanto, 2025; Wirajaya, 2022). *Hasta Brata* leadership plays a role in work engagement (Floriana & Rostiana, 2018); *Hasta Brata* is also positively correlated with related psychological variables such as self-efficacy and employee affective commitment (As'ad et al., 2011). Although previous studies have demonstrated the relevance of *Hasta Brata* in the context of industrial psychology and general education, there is a lack of literature that specifically contextualizes these values within the framework of the ASN *BerAKHLAK* transformation in government bureaucracy (a research gap). Therefore, this study is highly significant to reactualize the values of *Hasta Brata* leadership within the context of civil service resource management transformation in Indonesia, providing cultural-based policy approach for the merit system.

By doing so, this study offers dual contributions to the literature. Theoretically, it advances the global discourse on indigenous leadership by demonstrating how traditional Eastern philosophies can systematically complement and ground modern public management frameworks. Practically, it provides actionable insights for administrative reformers and policymakers to translate abstract cultural wisdom into concrete behavioral guidelines, institutional KPIs, and civil service competency standards within government agencies.

Based on the above, this conceptual article aims to analyze and reactualize the philosophical values of *Hasta Brata* in the context of civil servant resource management. Through a cultural lens, this article is expected to offer alternative ideas for public bureaucratic transformation while enriching the literature on ASN leadership competency development, which has been dominated by Western management discourse. A leader with the characteristics of *Hasta Brata* is capable and bring targeted change in the future within the agency he leads (Jawad et al., 2024).

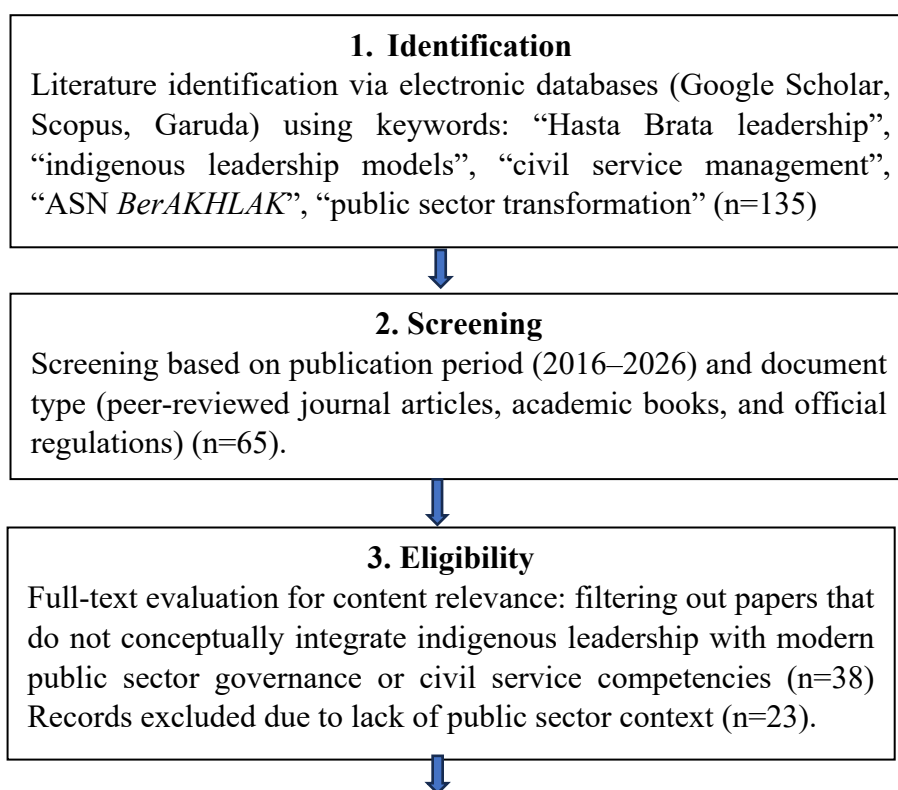
Research Methods

This study employs a qualitative design with a structured library research approach, focusing on the conceptual synthesis of indigenous leadership values into modern public sector management. To ensure transparency and replicability, literature selection followed specific inclusion criteria: (1) peer-reviewed journal articles, academic books, and official policy documents published within a ten-year period (2016–2026); (2) studies explicitly discussing

“Hasta Brata leadership”, “indigenous leadership models”, “civil service management”, “ASN *BerAKHLAK*”, “public sector transformation”, and (3) literature addressing civil service transformation, specifically the ASN *BerAKHLAK* framework.

A systematic search was conducted across international and national academic databases, including Google Scholar, Scopus, and Garuda (Garba Rujukan Digital). A total of 25 core sources comprising of empirical journal articles, theoretical papers, and statutory regulations, were selected for comprehensive review. The data analysis followed a qualitative content analysis procedure: first, data reduction to isolate the core philosophical tenets of the eight natural characters; second, data display to map these tenets against contemporary civil service competencies; and third, theoretical synthesis to draw conceptual conclusions. Since this is a conceptual study, conventional empirical elements such as statistical variables, sampling techniques, and statistical validity/reliability tests are not applicable, which is acknowledged as an inherent limitation of this approach.

To ensure a rigorous library research process, the selection and synthesis of literature in this study w carried out through a structured flow, starting from literature identification to final synthesis, as illustrated in Figure 1.



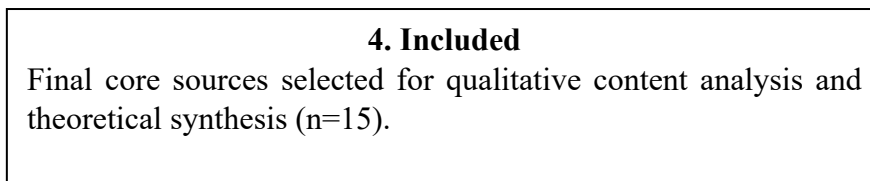


Figure 1. Flowchart of Literature Search and Selection Process

Results and Discussion

Philosophical Synthesis of *Hasta Brata* and Prior Empirical Evidence

The analysis shows that *Hasta Brata* is not merely cosmic symbolism, but rather a holistic leadership model encompassing ethical, competency, and social dimensions. Previous empirical studies have demonstrated the efficacy of *Hasta Brata* in various organizational settings. For instance, As’ad et al. (2011) found that *Hasta Brata* leadership is positively correlated with self-efficacy and affective commitment among employees. *Hasta Brata* leadership drives overall organizational performance in modern management (Selvarajah et al., 2016). Similarly, Floriana and Rostiana (2018) highlighted its significant role in enhancing work engagement in both state-owned and private enterprises. *Hasta Brata*, leadership, directly and indirectly, improves employee performance through work motivation as a mediating variable (Adnyani et al., 2019). The study by Prastiwi and Ningsih (2020) shows that *Hasta Brata* leadership can improve the performance of village officials. *Hasta Brata* has also proven to be a driver of operational performance improvement and reinforces the temporal adaptability of indigenous wisdom for younger generations of leaders (Akbar et al., 2024). However, while prior research focused predominantly on industrial psychology, this study extends those findings into the structural realm of public administration. In the context of civil service resource management, these eight natural characteristics serve as a “moral anchor” that balances the demands of bureaucratic performance with human values.

To map the current state of research on *Hasta Brata* leadership, this study extracted key findings from several previous empirical and conceptual papers. Table 2 presents the literature matrix that underpins this study’s synthesis.

Table 2.

Literature Matrix of Prior Studies on *Hasta Brata* Leadership

Author & Year	Research Context/Object	Focus/Key Findings	Relevance to Current Study
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As'ad et al. (2011)	Industrial & Organizational Psychology	Found that the <i>Hasta Brata</i> construct is positively correlated with employee self-efficacy and affective commitment.	Proves that <i>Hasta Brata</i> has measurable psychological impacts on employees.
Selvarajah et al. (2016)	Modern Indonesian Organizations/ Corporates	Found that <i>Hasta Brata</i> principles provide a strong foundation for managerial excellence and significantly boost organizational performance	Confirms that <i>Hasta Brata</i> leadership drives overall organizational performance in modern management.
Floriana and Rostiana (2018)	State-owned Enterprises (BUMN) & Private Companies	Identified the significant role of <i>Hasta Brata</i> leadership in increasing employee work engagement.	Serves as a baseline that local wisdom works in modern corporate structures.
Adnyani et al (2019)	Village Credit Institutions (LPD)	<i>Hasta Brata</i> Leadership directly and indirectly increases LPD Employee Performance with work motivation as mediation.	Confirms that <i>Hasta Brata</i> leadership drives employee performance
Prastiwi and Ningsih (2020)	Village Officials	<i>Hasta Brata</i> Leadership and Leader Member Exchanges significantly improved the performance of village officials, with the highest scores on the <i>Kwera Brata</i> and Loyalty indicators.	Confirms that <i>Hasta Brata</i> leadership drives performance of village officials
Aryawan (2021)	Educational Institutions	Examined <i>Hasta Brata</i> from a conflict theory perspective, highlighting its role in organizational conflict resolution.	Supports the “Ocean Character” for dispute resolution in bureaucratic settings.
Jawad et al. (2024)	Educational Leadership	Concluded that leaders applying <i>Hasta Brata</i> characteristics are capable of bringing targeted organizational changes.	Validates <i>Hasta Brata</i> as a transformative leadership tool.
Akbar et al. (2024)	Clothing Small and Medium Enterprises (SMEs)	Demonstrated that <i>Hasta Brata</i> leadership (ethical conduct, courage, discipline) significantly improves SME financial, operational, and employee performance, with adaptability and innovation acting as positive moderators.	Validates <i>Hasta Brata</i> as a driver for operational performance and highlights its relevance as local wisdom for millennial leaders.
Current Study (2026)	Government Bureaucracy (Civil Service/ MSDA)	Contextualizing <i>Hasta Brata</i> specifically into the ASN <i>BerAKHLAK</i> core values and the public sector merit system.	

Theoretical Implications and Global Leadership Alignment

The integration of *Hasta Brata* into civil service management extends the boundaries of contemporary Western-centric leadership paradigms by establishing a model of *cultural contingency*. In mainstream literature, frameworks like transformational leadership emphasize visionary and inspirational behavioral components (Bass & Avolio, 1994). However, as argued by global indigenous leadership scholars, leadership effectiveness in non-Western public administration is highly dependent on how well the model aligns with the deeply ingrained values of the local society.

Vertically, the *Hasta Brata* framework provides a robust ethical compass that theoretical models often fail to operationalize in bureaucratic structures. For instance, the “Star Character” (*Kartika*) and “Sun Character” (*Surya*) do not merely demand individual accountability; they conceptually redefine the leader as a public steward who holds an unshakeable moral obligation to the collective good. By linking these eight cosmic elements directly to the ASN *BerAKHLAK* core values, this framework systematically bridges the gap between traditional Eastern philosophy and modern meritocracy systems. It demonstrates that indigenous leadership values are not archaic relics but are highly adaptive, offering a sophisticated, multidimensional approach to navigating the complexities of public-sector governance.

Transforming Civil Service Management Through the Eight Nature Characters

The following is a deconstruction and re-actualization of the eight *Hasta Brata* characters into current civil servant leadership and management practices:

1. Earth Character (*Kisma*): Foundation of Service and Inclusiveness

Earth is steadfast and solid, serving as a foothold for all creatures without discrimination. In MSDA management, this character represents the principles of service orientation and inclusivity. A bureaucratic leader must provide a secure foundation for their subordinates and the community. Leaders with an earth character do not pursue popularity but instead focus on tangible work results and benefits that can be directly felt by the public (Srimulyani et al., 2026).

2. The Character of the Sun (*Surya*): Transparency and Visionary Energy

The sun provides light consistently and honestly, and is the primary source of energy. Its reaction in bureaucracy is accountability and transparency. Public leaders must be able to provide a clear vision (without hidden agendas) and provide motivational energy for all subordinates to

achieve development targets. The sun, which shines evenly on the earth, also symbolizes fairness in providing career development opportunities (through a merit system) for all civil servants.

3. Water/Ocean Character (*Tirta/Banyu*): Collaborative Culture and Conflict Resolution

Oceans are the lowest point on Earth, containing all the world's water flow, yet they possess incredible depth and power. This is a manifestation of collaboration and humility. Public sector leaders must have a broad "container" to accommodate various criticisms, aspirations, and differences of opinion (sectoral egos) and then manage them into a synergistic force for the national interest. This aligns with the conflict theory perspective in education and organization noted by Aryawan (2021). Applicably, in HR management, this translates to the leader's capability to build cross-departmental task forces and resolve inter-agency disputes (breaking down the silo mentality) to achieve integrated public services.

4. The Nature of Fire (*Agni*): Firmness and Discipline

Fire can burn anything dry and ripen anything raw. In civil service management, this relates to the functions of reward and punishment. Leaders must have the courage to act decisively against ethical and disciplinary violations (burning out corrupt practices), yet at the same time be able to "mature" the potential of their subordinates through measured development. Practically, this character must be actualized in the firm enforcement of disciplinary regulations, such as applying impartial sanctions for ethical violations or lack of neutrality during political elections. The fire character ensures that the reward and punishment system in meritocracy operates objectively.

5. The Wind Character (*Maruta*): Agility and Social Sensitivity

Wind is constantly moving, invisible but its presence can be felt everywhere, and it can penetrate the smallest gaps. In the context of bureaucracy, this character represents adaptive values. A public sector leader must possess high mobility and social sensitivity to "go down to the grassroots" (*blusukan*) to capture the purest aspirations of the people on the ground. Leaders with the wind character don't just wait for reports behind a desk, but act responsively to changing times and dynamic public needs (Srimulyani et al., 2026).

6. Moon Character (*Candra*): Peace and Work Harmony

The moon radiates a soft, soothing light in the darkness of night, providing a sense of calm for all who gaze upon it. Its actualization in civil servant management embodies the value of harmony. Public leaders act as protectors, capable of reducing organizational tensions, creating a conducive (non-toxic) work climate, and providing spiritual motivation for their subordinates. Amidst the pressures of a heavy bureaucratic workload, the moon's character is essential to maintaining the psychological well-being of civil servants, ensuring their productivity and happiness in their service.

7. Star Character (*Kartika*): Integrity and Ethical Compass

Stars have a fixed position in the sky and have long been used as a compass for sailors. In governance, this character embodies the values of Loyalty and Integrity. A leader must be a role model who firmly adheres to ethical principles and laws. The star symbolizes consistency between words and actions; it serves as a moral pole unshaken by the temptations of corruption or political pressures that deviate from the nation’s interests. In a practical bureaucratic setting, the star character acts as an anti-corruption anchor. It requires leaders to establish transparent Standard Operating Procedures (SOPs) and serve as whistleblowers when maladministration occurs, thus actively safeguarding the institution's integrity.

8. Sky/Cloud Character (*Akasa*): Capability and Broad Insight

The sky possesses limitless expanse, is able to shelter the earth, and is the abode of universal knowledge. In civil service resource management, this character represents the value of Competent. Future bureaucratic leaders must possess broad insight, in-depth understanding of data, and the intellectual capacity to navigate the complexities of state affairs. The sky character encourages civil servants to continuously learn (continuous learning) to improve their professionalism amidst the demands of digital-based governance.

To simplify mapping, Table 1 below summarizes the integration of *Hasta Brata* values with ASN *BerAKHLAK* Core Values.

Table 1.
Integration of *Hasta Brata* Values with *ASN BerAKHLAK* Core Values

Nature Character	Essence of Leadership	Relevance of Moral Values
Earth (<i>Kisma</i>)	Inclusive & Nurturing	Service Oriented
Sun (<i>Surya</i>)	Transparency & Vision	Accountable
Water/Ocean (<i>Banyu</i>)	Humility & Collaborative	Collaborative
Fire (<i>Agni</i>)	Firmness & Discipline Enforcement	Accountable
Wind (<i>Maruta</i>)	Responsive & Agile	Adaptive
Moon (<i>Candra</i>)	Peace & Calming	Harmonious
Star (<i>Kartika</i>)	Integrity & Role Model	Loyal
Sky/Cloud (<i>Akasa</i>)	Capacity & Knowledge	Competent

Source: Author's synthesis results, 2026.

From a managerial perspective, the re-actualization of *Hasta Brata* has strategic implications for strengthening the merit system in government agencies. The values can be integrated into assessment center instruments as indicators of sociocultural competency for prospective High-Leading Officials. For example, the “Ocean Character” dimension can serve as a standard for assessing conflict-resolution and collaborative-management skills, while the “Star Character” serves as a benchmark for integrity and consistent leadership ethics. Furthermore, these eight natural characters can be translated into operational behavioral guidelines that complement the Key Performance Indicators (KPI), so that ASN performance evaluations are not solely based on administrative achievements but also on the internalization of an inclusive and transformative organizational culture. Thus, *Hasta Brata* transforms from a mere philosophical concept into a practical managerial tool in talent management and career development for future civil servants.

Conclusion

Based on the results of the conceptual analysis, it can be concluded that the reactualization of *Hasta Brata* leadership is a cultural transformation strategy that is highly relevant to the management of civil servant resources in Indonesia. The eight natural characters in *Hasta Brata*—Earth, Sun, Ocean, Fire, Wind, Moon, Stars, and Sky—offer a holistic and ethical leadership framework, capable of bridging the gap between Western management theory and local Indonesian wisdom. The integration of these values aligns with the core values of ASN *BerAKHLAK*, where each natural character provides philosophical depth for professional, accountable, and adaptive bureaucratic behavior.

In practice, the implementation of *Hasta Brata* in the public bureaucracy is expected to shift the leadership paradigm from transactional procedural approach to a transformative, servant-leadership approach. This article recommends that the *Hasta Brata* values be considered for integration into the curriculum of ASN leadership education and training (such as *Latsar* and *Diklatpim*), to strengthen the identity of civil servants as public servants of high integrity. Further research is recommended to conduct empirical tests on the effectiveness of implementing these values in improving organizational performance in various government agencies.

Despite the comprehensive theoretical synthesis presented, this study acknowledges a primary limitation. As a conceptual paper that relies on a literature review, it lacks empirical field data to measure the actual implementation and behavioral impact of the *Hasta Brata* values among contemporary civil servants. Therefore, future research is highly recommended to conduct empirical studies, utilizing quantitative surveys or in-depth qualitative case studies, to evaluate the

real-world effectiveness and challenges of applying this culturally-based leadership model across various government institutions.

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