

Apparatus Human Resource Development Strategy at the General Election Commission Office

^{1*}H. A. Baharuddin, ²Wahyudi Putera, ³Abd Rasyid R, ⁴Elpisah, ⁵Saripuddin

¹(Department of Management, STIM LPI Makassar, South Sulawesi, Indonesia)

²(Department of Accounting, STIE Pelita Buana Makassar, South Sulawesi, Indonesia)

³(Department of Economics and Business, Bone Institute Religion Islam Country, South Sulawesi, Indonesia)

^{4,5}(Department of Economics Education, Patempo University, South Sulawesi, Indonesia)

ABSTRACT

Human Resource Development is an effort made by the agency in improving the quality of the apparatus in order to achieve quality Human Resources so that the agency's goals are achieved optimally. The purpose of this research is to find out and analyze the development of human resources of the apparatus and the strategies applied in the development of human resources of the apparatus within the scope of the Secretariat of the General Election Commission of the Selayar Islands Regency in 2024. The type of research used is qualitative research with exploratory methods and inductive approaches. Data obtained through interviews with informants conducted at the Selayar Islands Regency General Election Commission office. The number of informants interviewed was 5 (five) informants who were selected using Purposive Sampling. All interview results were then complemented by observation and documentation.

Data analysis was carried out from data collection to writing. From this research it was found that the achievement of quality apparatus Human Resources at the KPU Office of the Selayar Islands Regency had an effect on the implementation of high-quality general election services.

Furthermore, the strategy that influences development is the level of data accuracy in general elections because the higher the level of accuracy of the data generated, the higher the level of public satisfaction about the general election institution. The inhibiting factors for the development of Human Resources at the KPU Office of the Selayar Islands Regency include insufficient apparatus, presentation of voter data and data distribution where there is still a lot of inappropriate data that can affect the development of Human Resources being hampered.

KEYWORDS: *Apparatus Development Strategy and Human Resources.*

1. INTRODUCTION

The development of Indonesian Human Resources (HR) is part of the process and objectives in Indonesia's national development. Therefore, the development thoughts that are developing in Indonesia today are strongly influenced by the growing awareness of the inevitability of the Indonesian nation's participation in the ongoing global process. It is hoped that this process will bring benefits and encourage the national development process (Bratton, et al, 2021).

Increasing the capacity and quality of a nation through the development of superior Human Resources is a common task in creating a strong nation and a prosperous country. Through superior, resilient and qualified Human Resources both physically and mentally, it will have a positive impact not only on increasing the competitiveness and independence of the nation, but also in supporting national development. In this regard, there are several things that must be a top priority in the development of the quality of Human Resources, among others, first, is a good and quality education system. To achieve this, it is necessary to organize the education system as a whole, especially with regard to the quality of education, as well as its relevance to the needs of society and the world of work. The government in this case has an important role in organizing an education system that is effective and efficient, oriented towards mastery of science and technology and equitable in all corners of the country.

The second is strengthening the role of religion in social life in order to strengthen the identity and personality of the nation (character building). Third is increasing the capacity of Human Resources through various Education or Training, Promotion (compensation), Mutation (Compensation) competencies, coaching and others. Professional and skilled labor according to demands / needs is a factor of excellence for a nation in facing global competition (Pattanayak, 2020). The table of human resource development through training attended by the Apparatus within the Selayar Islands Regency General Election Commission is as follows:

Table 1. Apparatus Human Resources Development

No.	Training Program	Apparatus that Followed	Percentage
1.	Technical Training for Public Services	10	20%
2.	Training on Establishment and Development DAPIL Region	5	10%
3.	Training on the Formation of Organizing Election Affairs	12	23%
4.	Training on the Establishment of Supervisors of Election Affairs	9	18%
5.	Training on Election Logistics Provision	7	13%
6.	Election Logistics Distribution Training	5	10%
7.	Training for KPU IT Personnel	2	4%
8.	Training on Increasing the Use of Employees KPU	1	2%

Source: Office of the General Election Commission of the Selayar Islands Regency, 2024

From the Apparatus Human Resources development table above, the training program for public service technician training for apparatus who participated was 10 people or 20%, Training for the Formation and Development of DAPIL Areas was 5 people or 10%, Training for the Formation of the Implementation of Election Affairs was 12 people or 23%, Training for the Formation of Supervisors for the Implementation of Election Affairs was 9 people or 18%, Training for the Provision of Election Logistics was 7 people or 13%, Training for the Distribution of Election Logistics was 5 people or 10%, Training for KPU IT Personnel was 2 people or 4% and Training for Increasing the Use of KPU Employees was 1 person or 2%.

A strategy is a method or plan chosen to bring about a desired future, such as the achievement of goals or solutions to problems. Strategy can also be defined as the art and science of planning and arranging resources to be used as effectively and efficiently as possible (Susantinah and Krishernawan, 2023). Organizational human resource development has many goals, both externally and internally. The objectives of human resource development internally are: 1) Increase work productivity, 2) Improving efficiency, 3) Improving effectiveness, 4) Prevention of damage, 5) Reducing work accidents. 6) Improving internal services. 7) Employee morale. 8) Career, 9) Leadership, 10) Leadership succession and 11) Compensation (Susantinah and Krishernawan, 2023).

The most important methods or strategies in human resource development described by Priansa include the education method and the training method. Education is given to managerial employees, while training is given to employees at a more operational level (Goklas, et al, 2021). Apparatus resource development can be interpreted as an effort to prepare the apparatus so that it is able to play a role and carry out movements in the agency in accordance with the dynamics of an organization, bureaucracy or service / department (Pattarani, et al, 2022). Preparing the apparatus or HR to carry out tasks properly in the organization is part of HR development. According to Syamsudin, increasing the intellectual abilities needed for better job implementation is closely related to the development of apparatus resources (Agustina, et al, 2023).

Improving the quality of the apparatus is based on the fact that each apparatus requires better knowledge, skills, and dexterity. The results of development can be measured over a long period of time and focus on long-term needs. As a result of new technology or new product markets, development can help employees prepare for change. Furthermore, to improve current and future performance, development is needed. Development is a

future-oriented improvement strategy for apparatus, both apparatus in superior positions, and employees in subordinate positions.

As for some previous studies that support the Apparatus and Human Resources Development Strategy, among others, the purpose of this study is to analyze several factors related to human resource development that greatly affect the performance of the Navy apparatus (Rivai, et al, 2020). Furthermore, innovation is one of the efforts to accelerate development in various sectors, the development of human resource productivity is part of this sector (Prasetyo, et al, 2020). Then this study aims to assess public services provided by all regional work units (SKPD), technical implementation units (UPT), and regional companies (Perusda) in Banjarmasin (Agustina, et al, 2023). This study aims to analyze the strategies carried out by the Regional Education and Training Personnel Agency of Medan City in developing human resources within the Medan City Government (Hutapea, 2024). And the purpose of this study is to see the impact of "strategic human resource management (HRM) practices" in achieving "competitive advantage" that will last, as well as the contribution of "human resource development" and "employee commitment" in the information technology sector (Nazneen, 2024).

2. LITERATURE REVIEW

Human Resources

The term Human Resources (HR) refers to people who work in an organization, and the significance of HR efforts is an element that always exists in every organization. The success and failure of an organization is highly dependent on its human resources, because they are the ones who work to make plans or programs, develop themselves, innovate, and achieve organizational goals. Based on this assumption, HR is defined as a source of strength that comes from humans, and refers to individuals in the organization that can be utilized by the organization. The existence of human resources in the organization is the most vital resource and is a power for the survival of an organization in achieving its goals (Pattanayak, 2020).

Human resources (HR) are productive individuals who work as drivers of an organization, both in institutions and companies that have fung as assets so that their abilities must be trained and developed. The definition of macro human resources generally consists of two, namely macro HR, namely the total population of productive age in an area and micro HR in a narrow sense, namely those who work in an institution or company (Swanson, 2022). According to Bratton, et al (2021) human resources are the driving force of all company activities. HR support must also be seen from the number and quality of HR owned. The number owned must be proportional to the existing workload, so that there is no shortage or excess of human resources. Likewise, the quality of HR must meet the qualifications as required.

According to Aguinis, et al (2022) there are several factors that influence organizational behavior, among others:

- a. Increased job satisfaction Increased job satisfaction affects individual behavior in the organization. An individual's job satisfaction is influenced by the rights they get for the work they have done.
- b. Reduction of absenteeism Actions committed by individuals against the organization or company negatively affect the effectiveness and efficiency of the work of an organization.
- c. Decrease in Turn Over Turn Over referred to here is the resignation of workers or members in an organization or company. Which affects the behavior of the organization / company?

Apparatus Human Resource Development

Employees are the most valuable wealth of the organization, because with all the potential they have, employees can continue to be developed, so that they can be more efficient, their performance becomes more optimal to achieve organizational goals.

Education and training is one of the main approaches in developing Human Resources. Education and training is done as an approach, because it has a strategic role in achieving organizational goals, both public and private. On the other hand, it is also an individual success for employees' careers and can improve their professional quality.

It is undeniable that the quality and competence of human resources (HR), namely employees, officials, and so on, determine the progress and performance of organizations, both community organizations, agencies, including government agencies. The organizational system - even though it has been formulated well -, but if it is not supported by reliable and professional human resources, the organizational system will not run well. Discussing the development of Indonesia's human resources, the Global Competitiveness Report (www.bataviase.co.id:2014) Indonesia in 2008 ranked 55th or lowest of all countries studied, below Singapore

(8th), Malaysia (34th), China (35th), Philippines (38th), and Thailand (40th). Similarly, the results of the UNDP survey in the "Statistics of Human Development Report" (UNDP, 2009) in 2009 ranked Indonesia 111 out of 182 countries in the world, very far compared to neighboring Malaysia (66), Singapore (23), Hong Kong China (24), let alone Japan (10) and Australia (2). Until now, Indonesia still occupies the lowest rank. This is of course many related aspects that affect, both political, cultural, and social aspects as well as the economy, including the education system, which in principle requires good will, especially the government and society and system improvement.

The formation of professional and reliable human resources does require a long time and process as well as efforts that must not stop. Changes that can be made immediately are the improvement of abilities or competencies carried out through training and non-training. Changes through training can be made by conducting various courses, formal and non-formal education or other education related to improving technical skills or competencies as well as changing mindsets, morals and behavior. While improving abilities or competencies through non-discipline can be done by creating work situations and conditions conducive to capacity building, conducting periodic mutations, creating harmonious inter-personal relationships and so on (Agustina, et al, 2023).

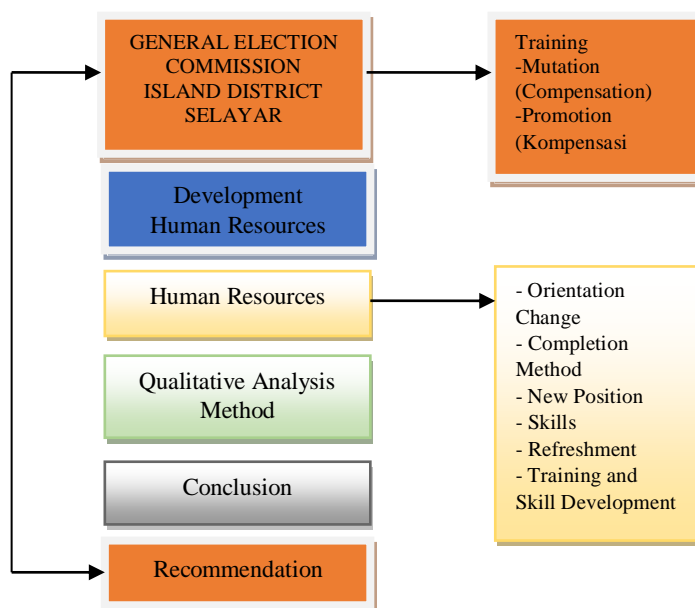


Figure 1. Framework (Qualitative Method, Gerring, 2017)

3. RESEARCH METHODS

This research was conducted at the Office of the General Election Commission of the Selayar Regency. This location was chosen because the Office of the General Election Commission of the Selayar Islands Regency has several coordination offices including the District Office, Kelurahan, Village, RT and RW whose performance is quite good and needs attention in the Selayar Islands Regency, South Sulawesi Province. The research object in this study is the Head of the General Election Commission (KPU), Sub-district Head, Village Head, Village Head, RT and RW of Selayar Regency. The data analysis technique used in this research is qualitative descriptive analysis technique. Data analysis is one of the steps in research activities that greatly determines the accuracy and validity of the research results.

Qualitative research is research used to examine the conditions of natural objects, where the researcher is the key instrument. The difference with quantitative research is that this research departs from data, utilizes existing theory as explanatory material and ends with a theory (LaMarre and Chamberlain, 2022). An integrative and more conceptual method of analysis to find, identify, process, and analyze documents in order to understand their meaning, significance and relevance by (Jackson and Mazzei, 2022).

4. RESULTS AND DISCUSSION

Quality Apparatus Resources

Quality apparatus is the work ability of every ASN which includes aspects of knowledge, skills, and work attitudes that are absolutely necessary in carrying out the duties of their position. Every existing apparatus is expected. Have the absolute ability so that every goal of the General Election Commission that has been outlined in the vision and mission can be achieved.

The following is an interview with the Secretary of the Selayar Islands Regency KPU:

"For the ability of the apparatus itself, we expect knowledge in various fields, especially in the fields of knowledge, skills, and absolute work attitudes in carrying out their work. Our ASNs are expected to have the ability to coordinate" (Interview results April 2024).

Based on the results of the interview above, it can be seen that every ASN is expected to have abilities in various aspects such as knowledge, skills, and work attitudes in order to form an ASN that has good quality. ASN is expected to have good reliable resources in order to provide information services to the public or stakeholders in the implementation of the election and regional election stages.

In line with the results of the study, it shows that to realize good and stable organizational governance, stakeholders must immediately act to improve the quality and professionalism of the marine apparatus to create a competitive advantage and uphold bureaucratic ethics to provide excellent service as expected by consumers (the community being served), so that stakeholders must immediately encourage human resource development programs in a sustainable, clean and consistent manner by (Rivai, et al, 2020).

Recruitment

The recruitment process begins when a step is taken to find applicants and ends when applicants submit their applications, meaning that conceptually it can be said that the step that immediately follows the recruitment process, namely the selection of educators, is no longer part of recruitment. Thus recruitment is the process of seeking, finding, and attracting prospective Apparatus to be employed in the Secretariat of the General Election Commission, recruitment is also a series of activities to seek and attract job applicants with the motivation, ability, skills, and knowledge needed to cover shortages identified in staffing planning.

The following is an interview with the Secretary of the Selayar Islands Regency KPU:

"For the future, the recruitment of Apparatus that needs to be planned by the General Election Commission in achieving the Vision and Mission" (Interview results April 2024).

Based on the interview above, it can be concluded that the recruitment pattern that must be carried out gets as many prospective employees as possible so that the organization can choose prospective employees who best meet the criteria according to organizational needs. Recruitment carried out will certainly provide choices to the organization about the needs and education to be employed in accordance with the vision and mission of the institution/organization.

In line with the results of the replication process research with limited existing human resources can be implemented but still requires capacity building and strengthening of human resource capacity, another result is that policies to encourage innovation as a strategy for developing human resource productivity need to be prioritized because of their impact on the regional innovation process by (Prasetyo, et al, 2020).

Education and Training

The purpose of the education and training program (Diklat) is basically to improve the knowledge, skills and attitudes of an apparatus in order to carry out their duties and work properly. Improving the quality of Human Resources (HR) in general is the key to successful national development, because it is directed to improve the ability and have a productive, skilled work ethic, creative, disciplined, professional, especially for the apparatus in order to achieve a certain ability. Civil Servants are often interpreted with an unfavorable image. This can be seen from the many comments from politicians, experts, officials, when the number of applicants for the apparatus booms every year when applications are opened to become prospective apparatus, once they become apparatus, it turns out that the quality is less able to answer the changes that exist as it should. For this reason, pre-service training, technical, functional and leadership training are conducted.

The following is an interview with the Secretary of the KPU of Selayar Islands Regency:

"There is a study assignment program for ASN officials and a training / training program for implementers according to the needs of the institution on an ongoing basis" (Interview results April, 2024).

Based on the interview above, it can be concluded that providing opportunities for the development of human resource capabilities must continue to be considered by the leadership in order to provide opportunities to increase knowledge and experience about their duties and functions as apparatus. Education and training are efforts made to increase productivity, effectiveness and efficiency of the organization, this education and training can be provided periodically so that each employee can continue to improve their competence in order to improve organizational performance.

In line with the research results show that the quality and quantity of public services offered by the Banjarmasin city government have improved. It also shows that the professionalism of public service officers (human resources of government apparatus) has improved and those being served care about the facilities needed for public administration to run well. This implies that how the Banjarmasin City Government manages public services through human resources or government officials in each SKPD / UPT / Perusda has a positive impact on the people who receive services by (Agustina, et al. 2023).

Position Analysis

Position analysis has a very important role in human resource management, namely improving organizational performance both in terms of productivity, service and quality to achieve the main objectives of the organization. From the results of the position analysis, the organization will be able to determine what characteristics prospective employees must have before occupying a position, the output is in the form of job specifications and job descriptions.

The following is an interview with the Secretary of the Selayar Islands Regency KPU:

"Job analysis will certainly place all apparatus in positions that are tailored to their abilities so that it will facilitate the implementation of their work" (Interview Results April, 2024).

Based on the results of the interview above, it can be concluded that position analysis is a very strategic part in order to clarify the work between employees, that not necessarily the same position name has exactly the same job consequences and different general position classifications that have indications of expanding the scope of work. But in any case, job analysis remains an organizational necessity to clarify each position.

In line with the results of the study, it shows that the Regional Education and Training Staffing Agency of Medan City has made efforts to develop Civil Servants within the Medan City Government with various strategies, including through functional training, technical training, and directed to attend seminars, workshops, internships, and attend courses that can support the knowledge and work abilities of its employees, however, there are still several obstacles and challenges in achieving success by (Hutapea, 2024).

Performance Analysis

The performance of an organization is very important, because the appearance of performance with the level of achievement of results, it can be known that the results of work that are oriented to the duties and authority given are carried out in real and maximum. The performance of an organization that has been carried out with a certain level of achievement of results must also be adjusted to the vision and mission of the organization that has been determined as the basis for carrying out the assigned tasks. This means that performance or Performance is the level of achievement of results. The General Election Commission of the Selayar Islands Regency specifically in the secretariat section as a government organization that develops the foremost mandate to carry out General Elections and Pilkada.

Performance is work performance or the result of a process that shows how far the level of ability in carrying out organizational tasks. This performance or work performance can be known through performance appraisal or work performance which in this case may be carried out by the direct supervisor of the employee concerned, or the agency authorized for it formally, or maybe even by the community informally.

The following is an interview with the Secretary of the Selayar Islands Regency KPU:

"How is the performance assessment carried out by the KPU of the Selayar Islands Regency on the apparatus in the implementation of their duties and responsibilities?"

Based on this interview, it can be concluded that the KPU of the Selayar Islands Regency in providing performance appraisal of the State Civil Apparatus uses the employee work target format (SKP). Assessment through SKP carried out on the apparatus will determine the achievement obtained by an employee whether during the development of his duties and responsibilities can be carried out properly.

In line with the results, the study showed a linear and favorable relationship between strategic HRM practices and sustainable competitive advantage (SCA). Strategic HRM was also found to positively influence human resource development and employee commitment of IT sector firms. The study further advises the IT sector to prioritize human resource management in their business, which will enhance human resource development by enabling staff members to acquire implicit expertise that will be challenging and difficult for competitors to replicate and also adds to the literature on sustainable competitive advantage, employment, and human resource development by (Nazneen, 2024).

Assessment and Evaluation

Evaluation has a function as a tool used by government agencies or certain organizations to assess the quality and ability of the apparatus. To analyze the direction and strategy of apparatus resource development, it is necessary to look at various things or key success factors, which include the development of a "unified", proportional and rational staffing system, the development of a staffing management system that is able to anticipate strategic environmental developments, and establishing apparatus professionalism that is balanced with organizational needs, career development and employee welfare.

The development of a unified, proportional and rational personnel system is part of the Personnel System Reform. The overall reform of the personnel system is aimed at the realization of democratization, decentralization and the development of a personnel system that is focused on the "merit system", directing the apparatus resource development system with the main target of explaining employee performance in accordance with competency standards through organizational, occupational and individual studies, and preparing a precondition design of the personnel system;

The following is an interview with the Secretary of the Selayar Islands Regency KPU:

"Providing job distribution to staff in stages, conducting regular monitoring and evaluation" (Interview Results April, 2024).

Based on the results of these interviews, it can be concluded that the importance of apparatus evaluation, both for the benefit of the organization and the personal interests of the employees themselves, so in practice the assessment and evaluation must be objective, transparent and measurable, so it is hoped that it will be able to change work patterns that lead to increased morale and productivity. This means that the appraisal and evaluation process must be based on standards, norms and the demands of internal organizational developments and a very dynamic strategic environment. Appraisal and evaluation of the apparatus is not merely to fulfill the requirements of formality, but must be able to improve the performance of the apparatus.

In line with the results, the Rasch study provided further psychometric evidence on scale dimensions and item quality. This study suggests that TFAPS is an appropriate instrument for assessing teachers' formative assessment practices, but cultural influences on teachers' formative assessment practices should be considered in the application of the instrument by (Yan and Pastore, 2022).

5. CONCLUSION

Human Resources (HR) is a valuable asset in an organization or agency. Therefore, the human factor is the most important element that must be managed properly. The current human resources of the apparatus at the Selayar Islands Regency General Election Commission with the number of 16 civil servants will certainly greatly affect the implementation of tupoksi, especially in the implementation of elections and regional elections. Tata Kelola in developing human resources within the Secretariat of the General Election Commission of the Selayar Islands Regency is indeed an important concern for the leadership in honing and improving quality.

In general, education and training aims to provide opportunities for Selay Islands Regency KPU personnel to improve their skills and skills, especially in areas related to leadership or managerial skills needed in achieving organizational goals. Recruitment, position analysis, assessment analysis and evaluation carried out at the Secretariat of the Selayar Islands Regency KPU Office have a very important role and are the main focus in the framework of the Apparatus human resource development strategy, namely improving organizational performance both in terms of productivity and quality to achieve the main objectives of the organization. From

the results of the position analysis, the organization will be able to determine what characteristics the Apparatus must have before occupying a position, the output of which is in the form of position specifications and job descriptions.

ACKNOWLEDGMENTS

Thank you to all parties, especially informants within the Selayar Islands Regency General Election Commission Office who have given permission and time to researchers to reveal facts on the Apparatus Human Resource Development Strategy along with friends and fellow lecturers within STIM LPI Makassar and along with the LLDIKTI Region IX South Sulawesi office.

REFERENCES

1. Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). *Human resource management*. Bloomsbury Publishing.
2. Pattanayak, B. (2020). *Human resource management*. PHI Learning Pvt. Ltd.
3. Susantinah, N., & Krishernawan, I. (2023). Human Resource Management (HRM) Strategy in Improving Organisational Innovation. *Journal of Contemporary Administration and Management (ADMAN)*, 1(3), 201-207.
DOI: <https://doi.org/10.61100/adman.v1i3.80>
4. Goklas, A., Riyanto, S., Sihombing, J., AM, E. N., & Sunarsi, D. (2021). Management of organizational performance: the role of human resource management strategy. *Jurnal Ad'ministrare*, 8(1), 245-254.
5. Pattarani, A., Rahmatia, A., & ilmiah Rivai, N. (2022). The Effect of Apparatus Resource Development on Performance Improvement at the Regional Secretariat of Gowa Regency. *PINISI Discretion Review*, 5(2), 383-390.
DOI: [10.26858/pdr.v5i2.32741](https://doi.org/10.26858/pdr.v5i2.32741)
6. Agustina, T., Nurhikmah, N., Jaya, F. P., Nurdin, M., Alfiannor, A., Yasrie, A., ... & Rusvitawati, D. (2023). Human Resources of Government Apparatus and Public Service Professionalism. *Apollo: Journal of Tourism and Business*, 1(3), 104-112.
DOI: <https://doi.org/10.58905/apollo.v1i3.50>
7. Rivai, P. A., Zaenal, F., Tjahjanulin, D., & Adi, K. (2020). Human Resources Development Strategy to Improve Apparatus and Organizational Performance. *Russian Journal of Agricultural and Socio-Economic Sciences*, 101(5), 143-149.
DOI: [10.18551/rjoas.2020-05.15](https://doi.org/10.18551/rjoas.2020-05.15)
8. Prasetyo, A., Asmoro, H., Sipahutar, H., Nuryadin, D., & Budi, S. C. W. (2020, May). Human resource productivity development strategy in the regional innovation process. In *1st Borobudur International Symposium on Humanities, Economics and Social Sciences (BIS-HESS 2019)* (pp. 887-892). Atlantis Press.
DOI: [10.2991/assehr.k.200529.187](https://doi.org/10.2991/assehr.k.200529.187)
9. Hutapea, J. M. (2024). Human Resource Development Strategy in Medan City, North Sumatra. *Research Horizon*, 4(3), 179-188.
<https://journal.lifescifi.com/index.php/RH/article/view/281>
10. Nazneen, A. (2024). The Dynamics of Human Capital Development, Employee Commitment, and Sustainable Competitive Advantage: A Strategic Perspective. *International Journal of Religion*, 5(8), 391-405.
DOI: <https://doi.org/10.61707/ta9sbd71>
11. Swanson, R. A. (2022). *Foundations of human resource development*. Berrett-Koehler Publishers.
12. Aguinis, H., Jensen, S. H., & Kraus, S. (2022). Policy implications of organizational behavior and human resource management research. *Academy of Management Perspectives*, 36(3), 857-878.
DOI: <https://doi.org/10.5465/amp.2020.0093>
13. www.bataviase.co.id:2014
14. Gerring, J. (2017). Qualitative methods. *Annual review of political science*, 20(1), 15-36.
<https://www.annualreviews.org/content/journals/10.1146/annurev-polisci-092415-024158>
15. LaMarre, A., & Chamberlain, K. (2022). Innovating qualitative research methods: Proposals and possibilities. *Methods in psychology*, 6, 100083.
DOI: <https://doi.org/10.1016/j.metip.2021.100083>
16. Jackson, A. Y., & Mazzei, L. A. (2022). *Thinking with theory in qualitative research*. Routledge.
DOI: <https://doi.org/10.4324/9781315667768>
17. Yan, Z., & Pastore, S. (2022). Assessing teachers' strategies in formative assessment: The teacher formative assessment practice scale. *Journal of Psychoeducational Assessment*, 40(5), 592-604.
DOI: <https://doi.org/10.1177/073428292210751>

18. Azis, M., Azis, F., Sulolipu, A. A., Putera, W., & Abd Rasyid, R. (2023). Achieving Accounting Digitalization on University Campuses. *International Journal of Accounting and Public Sector Management*, 1(3), 1-17.
DOI: [10.36758/ijapsm](https://doi.org/10.36758/ijapsm)
19. Azis, M., Azis, F., & Putera, W. (2023). Digital Transformation in Encouraging the Advancement of Accounting Learning in the Industrial Era 5.0 Through Optimizing Learning in Schools and on Campus. *International Journal of Innovative Science and Research Technology*, 8(3), 341-351.
<https://eprints.unm.ac.id/30134/>
20. Basruddin, B., Devilla, R., Saripuddin, S., Syarif, M. N., & Putera, W. (2024). Pond-Based Scientific Approach and Learning Motivation on Student Learning Outcomes. *Indonesian Journal of Education and Mathematical Science*, 5(2), 64-73.
DOI: <https://doi.org/10.30596/ijems.v5i2.17645>
21. Elpisah., Putera, W., Suarlin, S., & Sulolipu, A. A. (2023). Creative Marketing Strategies and Campus Promotions in Attracting Community Interest in Higher Education. *Advances in Social Sciences Research Journal*, 10(12).
DOI: [10.14738/assrj.1012.15962](https://doi.org/10.14738/assrj.1012.15962).
22. Iriani, N., Parajai, T, A, M., Rostini., Putera, W., Rasyid, A. (2023). Occupational Safety and Health (K3) Program in Improving Employee Productivity through Employee Work Discipline, *Asian Journal of Social Science and Management Technology*, 5(5), 40-56.
<http://www.ajssmt.com/Papers/554056.pdf>
23. Iriani, N., Agustianti, A., Suciante, R., & Putera, W. (2024). Understanding Risk and Uncertainty Management: A Qualitative Inquiry into Developing Business Strategies Amidst Global Economic Shifts, Government Policies, and Market Volatility. *Golden Ratio of Finance Management*, 4(2), 62-77.
DOI: <https://doi.org/10.52970/grfm.v4i2.444>
24. Iriani, N., Rosnaeni, R., Arjang, A., & Putera, W. (2024). The Impact of Leadership, Work Culture and Motivation Region of District Legislature Employees. *The Management Journal of Binaniaga*, 9(01), 15-34.
DOI: <https://doi.org/10.33062/mjb.v9i01.59>
25. Putera, W., Iriani, N., Julian, S. F., Rahman, A., & Suciante, R. (2023). Digital Business Development Strategy as a Determinant of Business Competitiveness Through E-Commerce of MSMEs Products in Indonesia. *European Journal of Theoretical and Applied Sciences*, 1(6), 804-829.
DOI: [https://doi.org/10.59324/ejtas.2023.1\(6\).79](https://doi.org/10.59324/ejtas.2023.1(6).79)
26. Putera, W., Rakib, M., & Sahabuddin, R. (2021). Competitive advantages influence on marketing performance: Study on food and beverage MSMEs. *The American Journal of Humanities and Social Sciences Research (THE AJHSSR)*, 4(1), 75-83.
https://www.theajhssr.com/V-4/THEAJHSSR_G041075083.pdf
27. Putera, W., Sahabuddin, R., Rakib, M., & Girikallo, A. S. (2020). Effect of Service Quality on Customer Satisfaction Through Customer Value in PDAM Kota Makassar (Customer Approach in Developing Clean Water Product Services to Customers). *International Journal of Innovative Science and Research Technology*, 5(10), 1129-1137.
<https://ijisrt.com/assets/upload/files/IJISRT20OCT368.pdf>
28. Rasyid, A., Musa, I. C., Samad, S., Putera, W., Yahya, L, I. Information Technology and Creativity in Improving the Quality of Msmess Products That Have an Impact on the Sustainability of Handicraft Business Cover Bosara Bone in Wollang Kab Bone Village of South Sulawesi Province, *Himalayan Journal of Economics and Business Management*, 4(4), 567-582.
DOI : [10.47310/Hjebm.2023.v04i04.053](https://doi.org/10.47310/Hjebm.2023.v04i04.053)
29. Abd Rasyid, R., Putera, W., Azis, M., Yahya, I. L., & Azis, F. (2023). Factors Affecting the Improvement of Marketing Performance of Indonesian MSMEs Products. *International Journal of Capacity Building in Education and Management*, 5(3), 1-13.
DOI: [10.36758/ijcbem](https://doi.org/10.36758/ijcbem)
30. Rakib, M., Azis, M., Putera, W., Samad, S., Jusuf, Y., & Iriani, N. (2023). Determinants of Entrepreneurial Attractiveness of MSMEs Café and Coffee Stalls. *International Journal of Public Administration and Management Research*, 8(6), 1-17.
DOI: [10.36758/ijpamr](https://doi.org/10.36758/ijpamr)
31. Maidin, A. M., Bahri, S., Putera, W., & Rasyid, A. (2023). Puskesmas Strategy in Improving the Performance of Posyandu Cadres. *THE American Journal of Humanities and Social Sciences Research (THE AJHSSR)*, E-ISSN: 2581-8868, Vol6(6), pp 35-47.
DOI: <https://doi.org/10.56805/ajhssr>

32. Saripuddin., Kadir, D., Putera, W., & Yahya, I. L. (2022). Government Policy Through Market Orientation in Supporting the Business Performance of Maros Bread Business in Maros Regency. *International journal of capacity building in education and management*, 5(2), 1-21.
DOI: [10.36758/ijcbem](https://doi.org/10.36758/ijcbem)
33. Iriani, N., Rosnaeni, R., Arjang, A., & Putera, W. (2024). The Impact of Leadership, Work Culture and Motivation Region of District Legislature Employees. *The Management Journal of Binaniaga*, 9(01), 15-34.
DOI: <https://doi.org/10.33062/mjb.v9i01.59>
34. Marzuki, S., Iriani, N., Putera, W., Saripuddin, S., Nurjaya, N., & Yahya, I. L. (2023). Employment Status and Commitment in Improving Employee Performance at PT PLN (Persero). *The Management Journal of Binaniaga*, 8(1), 41-56.
DOI: <https://doi.org/10.33062/mjb.v8i1.21>
35. Kalla, T. P. H. (2022). Revenue Factors, Service Quality and Location Affect Consumer Purchasing Decisions In Mediating Prices and Product Dealers Products Toyota PT. Hadji Kalla. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, e-ISSN.
<https://www.ajhssr.com/wp-content/uploads/2022/09/M2260991114.pdf>
36. Rakib, M., Sahabuddin, R., & Rajamemang, I. L. Y. (2022). Social problems and public services in influencing the fulfillment of the needs of the people of maros regency through the performance of the good government government. *Asian Journal of Social Science and Management Technology*, 4(5), 62-83.
<https://www.ajssmt.com/Papers/456285.pdf>
37. Maidin, A. M. R., Putera, W., & Qalsum, A. T. U. (2023). The teacher's role in implementing nonsmoking area at the school environment in Jayapura. *International Journal of Advanced Research and Development*, 8(4), 42-45.
<https://www.multidisciplinaryjournal.net/assets/archives/2023/vol8issue4/8054-1693201827067.pdf>
38. Nurdin, N., Saripuddin, S., Putera, W., & Maidin, A. M. R. (2023). Penanaman Karakter Peduli Sosial dan Lingkungan Melalui Pembelajaran Ilmu Pengetahuan Alam dan Sosial. *Jurnal Ilmiah Ecosystem*, 23(3), 786-798.
DOI: <https://doi.org/10.35965/eco.v23i3.3902>
39. Zainal, H., AzharAljurida, A., Jaya, A. R., & Putera, W. (2024). Analysis of Independent Practice Licensing Policy Implementation in Barru District. *International Journal of Public Administration and Management Research*, 10(2), 45-58.
DOI: [10.36758/ijpamr](https://doi.org/10.36758/ijpamr)