



Service Innovation Strategy in Improving Service Quality at The Badan Pertanahan Nasional (BPN) Medan

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Abstract: This research aims to analyze service innovation strategies that can be applied at the National Land Agency (BPN) Medan in an effort to improve the quality of services to the public. In the digital era and with increasing public expectations, BPN Medan faces challenges in adapting and innovating to provide more efficient and effective services. The research method used is a combination of qualitative and quantitative approaches, with data collection through surveys, interviews, and document analysis. The results indicate that the implementation of information technology, enhancement of human resource competencies, and improvement of service processes are significant innovation strategies for improving service quality at BPN Medan. Additionally, this study also identifies factors that influence the successful implementation of service innovations, such as management support, community participation, and organizational culture. These findings are expected to provide useful recommendations for BPN Medan and other government agencies in their efforts to enhance the quality of public services in Indonesia..

Keywords: Service Innovation, Service Quality, National Land Agency, Quality Method, Public Service.

1. INTRODUCTION

In the era of globalization and rapid technological advancement, the public service sector in Indonesia, including the Badan Pertahanan Negara (BPN), faces challenges in improving the quality of services provided to the community. BPN, as an institution that plays a crucial role in the management and provision of land information services, is required to innovate its service strategies to meet the increasingly high expectations of the public.

In the context of national development, public service plays a very important role in supporting the achievement of good and transparent governance. Badan Pertahanan Negara (BPN), as the institution responsible for the management and provision of land information in Indonesia, is expected to deliver quality services to the public. However, with the increasing needs and expectations of the community, BPN Medan faces the challenge of continuously innovating its service strategies.

Service innovation is an approach aimed at creating added value for service users through the development and implementation of new ideas in the service process. In the context of BPN Medan, this innovation not only includes the use of information technology but also encompasses improvements in processes, systems, and interactions between staff and the community. By implementing effective innovation strategies, BPN Medan can enhance operational efficiency, reduce waiting times, and increase public satisfaction with the services provided.

Service innovation is key to creating a positive experience for service users, as well as improving operational efficiency and effectiveness. By applying the right innovation strategies, BPN Medan can improve service processes, reduce waiting times, and enhance public satisfaction. This research aims to identify and analyze service innovation strategies that can be applied at BPN Medan, as well as their impact on the

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quality of services provided.

Through a systematic and data-driven approach, it is hoped that the results of this research can provide useful recommendations for the development of services at BPN Medan and serve as a reference for other agencies in their efforts to improve the quality of public services in Indonesia.

2. LITERATURE REVIEW

2.1. Innovation Strategy

Innovation is one of the main pillars in organizational development and enhancing competitiveness. According to Tidd and Bessant (2018), innovation can be defined as a process that involves the creation and application of new ideas that result in better products, services, or processes. In this context, innovation strategy becomes important to ensure that organizations can adapt to environmental changes and meet customer needs.

The importance of innovation strategy is also emphasized by Kotler and Keller (2020), who state that companies that do not innovate will fall behind in competition. They stress that innovation should be an integral part of the organizational culture, where every team member is encouraged to contribute new ideas. In this research, the researcher emphasizes strategies that enable success in improving service quality and user satisfaction at Badan Pertahanan Negara (BPN) Medan.

In its implementation, innovation strategies require support from top management and the involvement of all employees. According to Prahalad and Ramaswamy (2019), collaboration among various departments within the organization can accelerate the innovation process and produce more creative solutions. Additionally, the use of information and communication technology (ICT) can enhance the organization's ability to innovate (Bharadwaj et al., 2019).

In today's digital era, innovation is not limited to products and processes but also includes innovation in customer experience. This aligns with research by Lemon and Verhoef (2019), which shows that positive customer experiences can enhance loyalty and customer satisfaction, which in turn impacts business performance.

Based on the above description, innovation strategy is a way or effort to implement breakthroughs or ideas carried out by public service providers to achieve goals and meet the needs of service recipients while contributing to service users in terms of service quality.

This research aims to identify and analyze various service innovation strategies that can be applied at BPN Medan in an effort to improve service quality. Through qualitative and quantitative approaches, this study will explore various factors influencing the implementation of service innovations and their impact on public perceptions of the quality of BPN services. It is hoped that the results of this research can provide constructive recommendations for service development at BPN Medan and serve as a reference for other government agencies in improving the quality of public services in Indonesia.

2.2. Typology of Innovation

The typology of innovation is a way to classify various types of innovation that can be applied within an organization. According to Tidd and Bessant (2018), innovation typology can be categorized into several categories, including product innovation, process innovation, marketing innovation, and organizational innovation. Each category has different characteristics and objectives, but all aim to improve the performance and competitiveness of the organization.

2.3. Levels of Innovation

According to Tidd and Bessant (2018), innovation can be categorized into several levels, ranging from incremental innovation to radical innovation. Understanding these levels of innovation is important for determining the appropriate strategies in the development of products, processes, and services.

2.3.1 Incremental Innovation

Incremental innovation refers to small changes made to improve existing products or processes. According to Kotler and Keller (2020), this type of innovation usually involves gradual improvements that do not significantly alter how a product or service functions. Examples include enhancements in product features or production process efficiency. Incremental innovations are often easier to implement

and carry lower risks compared to larger innovations.

2.3.2 Radical Innovation

Radical innovation, on the other hand, involves significant changes that can create new markets or alter how industries operate. Chesbrough (2020) explains that radical innovations often involve new technologies or business models that have never existed before. Examples of radical innovation include the development of smartphones that changed how people communicate and access information.

2.3.3 Disruptive Innovation

Disruptive innovation is a type of innovation that disrupts existing markets by offering simpler, cheaper, or more efficient products or services. According to Christensen (2019), disruptive innovations often start in lower market segments and then grow to take over larger markets. A classic example of disruptive innovation is the emergence of streaming services that replaced traditional video rental.

2.3.4 Systemic Innovation

Systemic innovation involves changes that occur within a larger system, including interactions among various actors in the innovation ecosystem. Boons and Lüdeke-Freund (2019) state that systemic innovation is important for achieving sustainability and creating long-term value. This type of innovation often requires collaboration between companies, governments, and communities to create effective solutions.

2.3.5 Open Innovation

Open innovation is an approach where organizations use ideas and technologies from outside to accelerate their innovation processes. According to Gassmann et al. (2018), open innovation allows companies to access broader knowledge and resources, thereby increasing the chances of creating successful innovations. This approach also encourages collaboration between companies and research institutions, as well as between companies and customers.

2.4 Attributes of Service Innovation

The characteristics of innovation are proposed by Suwarno (2018:17), which also refer to Rogers' opinions, as follows:

2.4.1 Relative Advantage

Relative advantage is needed for innovation. Developments in innovation do not only come from there but have also evolved, where public sector innovation or the compatibility of innovation also has the characteristic of being compatible with the innovation it replaces. This means that the old innovation should not be discarded outright, not only for reasons of cost but also because the old innovation becomes part of the transition process to the latest innovation. Additionally, it can facilitate the adaptation process and the learning process regarding the innovation more quickly.

2.4.2 Complexity

Complexity, by its nature, means that innovation may have a higher level of complexity compared to previous innovations. However, since an innovation offers a newer and better way, this level of complexity generally does not become a significant issue.

2.4.3 Trialability

Trialability means that innovation can only be accepted if it has been tested and proven to have advantages or added value compared to the old innovation.

2.4.4 Observability

Observability means that an innovation must also be observable in terms of how it works and produces something good.

The characteristics of innovation, according to Suwarno, which refer to the opinions expressed by Rogers above, are attempted to be used as a unit of analysis to see and understand the advantages and disadvantages of innovation at the National Land Agency II in Surabaya. This is because the existing innovations do not simply emerge; rather, there are stages and underlying factors that lead to the emergence of these innovations.

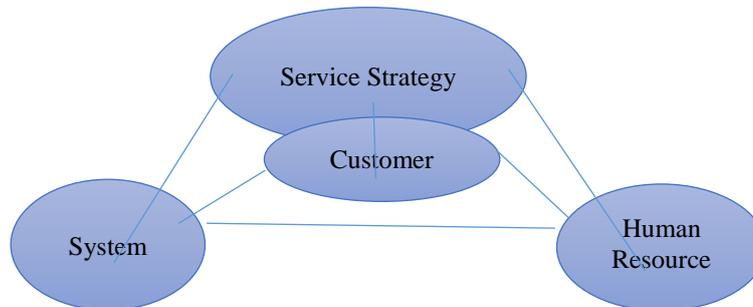
2.5 Service Quality

The definition of service quality is formulated according to several experts, including Triguno, who explains that service quality refers to serving promptly and satisfactorily at all times, being polite, friendly, helpful, professional, and capable. From this explanation, it is evident that a service can be considered high quality if it demonstrates several characteristics, such as being prompt, satisfactory, polite, and

professional. The combination of various service characteristics simultaneously is what Triguno refers to as quality service (Triguno in Setijanigrum, 2012:83).

In the view of Albrecht and Zemke, public service quality is the result of the interaction of various aspects, namely the service system, human resources providing the service, strategy, and customers. The relationship among these four aspects is known as the public service triangle, as shown in the following image: Relative Advantage an innovation must have advantages and added value compared to previous innovations. There is always a new value inherent in innovation that is a characteristic that distinguishes it from others.

Figure 1. Public Service Triangle



Sumber: Albrecht dan Zemke dalam Dwiyanto, 2018

From the image above, it can be explained that a good public service system will also produce good public service quality. A good system will provide standardized service procedures and include built-in control mechanisms, making it easy to identify any deviations that occur. Additionally, the service system must also align with customer needs. This means that the organization must be able to respond to the needs and desires of customers by providing appropriate service systems and strategies.

2.6 Indicators of Service Quality

The quality indicators that are attempted to be used as a unit of analysis to assess the quality of services at Badan Pertahanan Negara (BPN) Medan City are based on the indicators proposed by Zeithaml, Parasuraman & Berry, which include the following measures: (Dwiyanto, 2008:145)

- a. Tangibles, which refer to the physical facilities, equipment, staff, and communication facilities owned by the service provider.
- b. Reliability is the ability to provide services consistently and dependably.
- c. Responsiveness is the willingness to help service users and provide services sincerely.
- d. Assurance is the knowledge, courtesy, and ability of service personnel to instill confidence in service users.
- e. Empathy is the ability to provide individual attention to service users.

2.7 Land

In the KBBI (Kamus Besar Bahasa Indonesia), land is defined as matters related to land ownership. To clarify the definition of land, it can be further explained by the definition of land itself. According to the Kamus Besar Bahasa Indonesia, land is described as the surface of the earth or the uppermost layer of the earth.

3. METHODS

This research was conducted at the Badan Pertahanan Negara (BPN) Medan using a qualitative approach. According to Sugiyono (2019:18), qualitative research methods are based on the philosophy of postpositivism and are used to study objects in natural conditions without manipulation, in contrast to experimental methods. In this approach, the researcher acts as the main instrument, while data collection is carried out through triangulation techniques, namely a combination of several sources or methods. The type of research uses a qualitative descriptive type, because this research seeks to uncover and understand the phenomena that occur, which ultimately provides a clearer understanding of the phenomena being studied.

This research is to obtain a description of the land service innovation strategy for improving service quality. The location of this research was conducted at the Badan Pertahanan Negara (BPN) Medan. The informant determination technique used Purposive Sampling. Data analysis techniques were used with data reduction, data presentation and drawing conclusions. The data validity checking technique by comparing the interview results with the contents of the document,

4. RESULTS

4.1 Service Innovations Carried Out By The Badan Pertahanan Negara Medan (BPN) Office

Table 1:
Types of Service Innovations at the Medan Badan Pertahanan Nasional (BPN) Office

No.	Work Program	Description
1.	Electronic Certificate	Since July 2024, BPN Medan has issued electronic certificates. Analog files are converted into digital media and can be accessed via the Sentuh Tanahku application, ensuring data security & transparency.
2.	Home Delivery Service (Home Care / Terpikat)	Medan BPN officers deliver completed certificates directly to applicants' homes free of charge, especially for the disabled, elderly, or residents who have difficulty mobilizing the program is called "Terpikat" or "Home Care Service."
3.	Co-working Space & Self Service	There is a special space (co-working space) for the public to upload files independently through the Sentuh Tanahku application. This is designed to reduce direct face-to-face and minimize extortion.
4.	Weekend Land Service (Pelataran)	The land office opens Weekend Land Services (Pelaran), this service is specifically for direct applicants who cannot come to the land office on weekdays.

Source: Processed from data obtained at the Badan Pertahanan Negara (BPN) Office

Based on the table above, it can be seen that the Badan Pertahanan Negara (BPN) Medan has implemented many innovations to improve its services to the public. Innovation in the public sector is a new renewal in public service. The characteristics of formalistic, rigid, and status quo systems in the public sector, which tend to resist change, can be mitigated through the spread of an innovation culture. Innovations that are usually familiar in dynamic environments such as the business sector are gradually being applied to the public sector (Suwarno, 2008:27).

The service innovation at the Badan Pertahanan Negara (BPN) began with the importance of improving service quality in the public sector. The service innovations implemented by the Badan Pertahanan Negara (BPN) Medan started with the establishment of standardized requirements, procedures, timeframes, and costs for land services, followed by the development of a computerized land service system. With the implementation of service innovations, it is hoped that a good relationship will be established between the community and the service provider.

The service innovations at the Badan Pertahanan Negara (BPN) Medan focus on product and process innovations. Product or service innovations arise from changes in the form and design of service products, while process innovations stem from continuous quality improvement movements that lead to a combination of organizational changes, procedures, and policies needed for innovation. This began with the existing Land Service Standards that are uniform across all Land Offices in Indonesia, which have been repackaged to accelerate the service to the community.

The service innovations at Badan Pertahanan Negara (BPN) rarely bring changes to the organizational structure and organizational relationships. Nevertheless, incremental innovations play an important role in renewing the public sector because they can implement small changes that can be continuously applied and support responsive and sustainable service delivery to meet user needs.

4.2. **Service Innovation in Improving Service Quality at the National Land Agency (BPN) Medan Based on Innovation Attributes**

The use of service innovations is aimed at facilitating the community in applying for land certificates and other services at Badan Pertahanan Negara (BPN) Medan. The service innovations at Badan Pertahanan Negara (BPN) Medan can be viewed based on the following innovation attributes:

4.2.1. **Relative Advantage**

The use of current land service innovations serves as a comparison with the existing system at Badan Pertahanan Negara (BPN) Medan, which previously used manual methods and is now faster and IT-based or computerized. The use of IT-based service innovations has more advantages compared to manual systems. The use of a computerized system based on Information Technology (IT) can reduce service time. With this service innovation, various land certificate applications can be completed in 7 minutes, which cannot be processed on regular days; the Badan Pertahanan Negara (BPN) Medan opens working hours on Saturdays. This service time will be much more efficient when using IT-based service innovations.

4.2.2. **Compatibility**

The IT-based service innovations also align with the characteristics of the previously implemented manual application process. The compatibility of the service innovations at Badan Pertahanan Negara (BPN) Medan lies in the position that is being replaced. The current land service innovations do not eliminate the old system; instead, they provide acceleration in service delivery. This is intended to create a faster, easier, and more efficient impression for the community in using the innovative products.

4.2.3. **Complexity**

The service innovations at the Badan Pertahanan Negara (BPN) Medan are also not free from the complexities associated with information technology. There are stages involved in migrating from the old system to the new system. This is intended to reduce the impact of the complexities of the service innovations, but in reality, challenges may still arise in the field.

4.2.4. **Trialability**

The innovations at Badan Pertahanan Negara (BPN) Medan have gone through trial phases. Each service innovation or new system implemented by the Badan Pertahanan Negara (BPN) Medan is accompanied by training and support. However, in practice, this does not happen immediately; it requires a considerable amount of time for training and periodic support. This trial phase focuses more on training and support in the implementation of service innovations to assess the readiness of available human resources, existing systems, and service management initiated by the Badan Pertahanan Negara (BPN).

4.2.5. **Observability**

The observability attribute cannot be separated from the implementation of service innovations. Observability refers to how effectively the service innovations at the Badan Pertahanan Negara (BPN) Medan can operate. In practice, the effectiveness of the service innovations is assessed based on service performance. This indicates that providing optimal service will enhance service quality. Additionally, the service is also oriented towards customer satisfaction, ensuring that what is received meets expectations. The higher the expectations of the consumers, the higher the service performance that must be optimized to create a sense of satisfaction among the community.

4.3. **Service Quality at the Badan Pertahanan Negara (BPN)**

Service quality encompasses several dimensions. These dimensions include the five groups of characteristics as stated by Zeithaml and Berry:

1. Tangibles
2. Reliability
3. Responsiveness
4. Assurance
5. Empathy

The complexity of service innovations at Badan Pertahanan Negara (BPN) Medan lies in the use of information technology in implementing service innovations. The use of information technology in these service innovations requires regular and

gradual training for their implementation. The complexities present in the service innovations at Badan Pertahanan Negara (BPN) Medan are due to the use of innovations aimed at improving service quality, as measured by Zeithaml's service quality dimensions. The service quality at Badan Pertahanan Negara (BPN) Medan can be presented as follows:

4.3.1. Tangibles

Physical evidence of the service includes the physical facilities, equipment used, and the physical representation of the services. The physical evidence supporting the services at Badan Pertahanan Negara (BPN) Medan can be seen as optimal, prioritizing community satisfaction, where information about land services is provided in various ways to facilitate the public. This includes the availability of parking, buildings, rooms, service counters, payment counters, complaint counters, customer service, and the presence of supporting innovations such as Sentuh Tanahku Application to assist the public in registration and document and certificate checks. However, these physical facilities still have shortcomings, including inadequate parking facilities that are no longer representative given the high number of applicants each day. The waiting area is reasonably comfortable, but the available seating is insufficient. Additionally, information for the public is still lacking.

4.3.2. Reliability

In this regard, the service provider, namely the Badan Pertahanan Negara (BPN) Medan, strives to ensure consistency in serving and providing information to service users in accordance with established administrative and organizational principles and regulations. Furthermore, efforts to optimize the responsibilities of Badan Pertahanan Negara (BPN) Medan are also made, but in practice, the community still feels that there are shortcomings. For instance, there are still frequent errors, such as documents not arriving on time or non-technical errors occurring in the field.

4.3.3. Responsiveness

The willingness and desire of the staff at Badan Pertahanan Negara (BPN) Medan to assist the needs of service applicants in providing explanations regarding solutions to various complaints are evident. However, the ability of the service staff to master the services is still considered lacking, as they have not been able to provide appropriate solutions. Additionally, knowledge about the services is not evenly distributed among the staff at the Badan Pertahanan Negara (BPN) Medan.

4.3.4. Assurance

The ability of the staff at Badan Pertahanan Negara (BPN) Medan to provide guarantees or certainty in public service to the community is assessed as not being influenced by the implementation of ISO standardization on existing service products. However, in practice, Badan Pertahanan Negara (BPN) Medan continues to prioritize and be responsible for optimal service.

5. DISCUSSION

Based on the results of the service innovation strategy, here are some recommendations for Badan Pertahanan Negara (BPN) Medan:

5.1. Background

In the context of public service, Badan Pertahanan Negara (BPN) plays a very important role in land management and regulation in Indonesia. With the increasing demand from the public for fast, transparent, and accountable services, BPN Medan needs to implement service innovation strategies to improve the quality of services provided.

5.2. Importance of Service Innovation

Service innovation is a necessity in facing the challenges of an ever-changing era. In this discussion, it is important to emphasize that innovation is not limited to technology but also includes changes in processes, organizational culture, and interactions with the community. Appropriate innovations can enhance efficiency, reduce waiting times, and improve public satisfaction.

5.3. Applied Innovation Strategies

BPN Medan can implement various innovation strategies, including:

- a. Digitalization of Services: The use of technology-based information systems to facilitate public access to land services.

- b. Training and Development of Human Resources: Enhancing employee competencies through training focused on customer service and technology use.
- c. Improvement of Business Processes: Identifying and improving inefficient processes to expedite services.

5.4. Impact of Innovation on Service Quality

The innovations implemented at BPN Medan are expected to have positive impacts, such as:

- a. Increased Public Satisfaction: With faster and more transparent services, the public will feel more satisfied.
- b. Reduction in Processing Time: Innovations can reduce the time required to complete service applications.
- c. Transparency and Accountability: The public can easily access information regarding the status of their applications.

5.5. Challenges in Implementation

Despite the many benefits of innovation, BPN Medan also faces various challenges, such as:

- a. Resistance to Change: Some employees may be reluctant to adapt to new systems.
- b. Budget Constraints: Innovations often require significant investment.
- c. Inadequate Infrastructure: Limitations in technological infrastructure can hinder the implementation of innovations.

5.6. Recommendations for Further Improvement

Based on the analysis above, several recommendations for BPN Medan include:

- a. Building an Innovation Culture: Encouraging employees to participate in the innovation process and provide input.
- b. Collaboration with Third Parties: Partnering with technology companies to develop innovative solutions.
- c. Monitoring and Evaluation: Conducting regular evaluations of the implementation of innovations to ensure their effectiveness.

6. CONCLUSION

The service innovation strategy at Badan Pertahanan Negara (BPN) Medan is crucial in efforts to improve the quality of service to the community. The innovations implemented, such as the utilization of information technology and the digitization of administrative processes, have proven to accelerate service time and reduce bureaucratic complexities. Additionally, training and development of human resources are key to enhancing the competence of staff, enabling them to provide better and more responsive services to community needs. By applying a customer-centric approach, BPN Medan can increase public satisfaction and build community trust. Therefore, the absence of service innovation must be continuously encouraged and evaluated periodically to ensure that the goal of improving service quality can be optimally achieved.

7. LIMITATIONS

Scope of Research

This research will focus on Badan Pertahanan Negara (BPN) located in Medan, North Sumatra. The results and findings obtained cannot be generalized to BPNs in other regions of Indonesia.

Aspects of Service Innovation

This research will discuss the service innovations implemented by BPN Medan, including but not limited to the use of information technology, business process improvements, and human resource training. Innovations outside the context of public services will not be discussed.

Service Quality

The focus of this research is on the aspect of service quality measured through community satisfaction, processing time, and transparency. Other indicators not directly related to user experience will not be the main focus.

Research Timeframe

This research will be conducted in 2025 at Badan Pertahanan Negara (BPN) Medan.

Methodology

This research will use a qualitative approach. Other methods that do not align with the research objectives will not be utilized.

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