



Improving The Performance Of State Civil Apparatus Through Work Effectiveness At Makassar Regional Human Resources Development Center

Sukmawati Mardjuni^{1*}, Abdul Karim², Thanwain³

^{1,2,3}Faculty of Economic and Business, Universitas Bosowa Jl. Urip Sumoharjo No. Km. 4, Sinrijala, Panakkukang, Kota Makassar, Sulawesi Selatan 90232, Indonesia

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ABSTRACT

This research aims to determine and analyze the influence of knowledge, skills, attitudes, and work experience on the work effectiveness of state civil servants at the Makassar Regional Human Resources Development Center. This research uses quantitative methods with a descriptive approach to determine and analyze the influence of skills and attitudes on the performance of state civil servants through work effectiveness at the Makassar Regional Human Resources Development Center. The type of research carried out was a survey approach and distributing questionnaires. This study's population consisted of all state civil servants at the Makassar Regional Human Resources Development Center, consisting of 100 civil servants and non-civil servants—data analysis technique using PLS. The data testing techniques used are validity and reliability tests. The results of the research show that knowledge has a positive effect on the work effectiveness of state civil servants, and then skills have a positive effect on the work effectiveness of state civil servants. Attitude has a positive influence on the work effectiveness of state civil servants. Meanwhile, work experience has a positive effect on the work effectiveness of state civil servants. Then knowledge influences employee performance. Experience influences employee performance. Meanwhile, work effectiveness influences employee performance. Then skills influence the performance of state civil servants through work effectiveness. Meanwhile, attitudes influence the performance of state civil servants through work effectiveness.

Keywords: *Development, Competency, Performance Improvement, Effectiveness*

Introduction

Repositioning the role and function of human resources in an organization is a fundamental need and is a strategic step in running an organization that is directed at achieving optimal performance (Naim & Helmita, 2024). An employee's performance can be known from the results of a job which can be shown by the degree of the employee's ability to complete a job (Sudarman, 2020). In this way, the organization can maintain its existence as a source of life and welfare for its employees in the long term so it is hoped that it can improve the performance of the state civil apparatus at the Makassar Regional Human Resource Development Center.

Advanced Human Resources in the Performance of State Civil Apparatus at the Makassar Regional Human Resources Development Center which participates in the implementation of national development and contributes ideas. Both in the form of planning concepts, work program concepts, technical implementation concepts, and strategies as well as controlling various main service tasks (Karim et al, 2022). Society demands a high level of ability for civil servants who are outstanding and professional by the vision, mission, and goals of organizations that develop services to the community. This demands the responsibility of Civil Servants to continue to improve their competence in carrying out basic service tasks supported by high work motivation (Kardiat et al, 2024).

Employees at the Makassar Regional Human Resources Development Center in their involved as implementers of human development, who directly or indirectly play a strategic role in organizational goals. Employees at

the Makassar Regional Human Resources Development Center are required to improve the quality of their apparatus resources because the role of human resources at this time determines the success of the development (Asmirah et al, 2023). Each government organizational unit must be able to formulate appropriate policies to deal with any changes that will occur. Preparation of policies that are of concern to management, one of which concerns the empowerment of human resources so that it is hoped to improve the performance of employees of the Makassar Regional Human Resources Development Center.

The Makassar Regional Human Resources Development Center is a component of the Ministry of Home Affairs' Human Resources Development Agency which must be supported by adequate facilities and infrastructure so that office operations can run well (Juharni et al, 2024). This cannot be separated from the support of a well-maintained office building. clean condition. With a beautiful, orderly, clean, and comfortable environment, it is hoped that it will have an impact on improving the performance of the employees who occupy it and also improving the quality of learning for students (Iskandar et al, 2023).

Regarding employee performance at the Makassar Regional Human Resources Development Center, it still needs to be improved. Improving employee quality can be one solution to improving employee performance at the Makassar Regional Human Resources Development Center. The quality of employees still needs to be improved according to the demands of the assigned tasks.

Table 1. Education level of state civil servants

Last education	Total
Senior High School	1
Diploma	3
Bachelor	26
Masters	27
Doctoral	3
Total	60

Source: Makassar Regional PPSDM Personnel, 2024.

Table 2. Education level of non-civil servants

Last education	Total
Senior High School	9
Diploma	12
Bachelor	19
Total	40

Source: Makassar Regional PPSDM Personnel, 2024.

From this data, it can be seen that the education level of employees is classified as very adequate so that quality is as expected. Problems related to this include the low level of competence possessed by employees when compared to the educational background and specialization possessed by employees (Daga et al, 2024). Therefore, employee performance needs to be researched to optimize employee performance at the Makassar Regional Human Resources Development Center.

Based on the phenomenon above, it can be explained that employee performance at the Makassar Regional Human Resources Development Center is largely determined by the employee's ability and willingness to complete the job well (Karim et al, 2023). The ability and willingness referred to are the employee's workability and high work motivation. Factors that are believed to influence the performance of employees of the Makassar Regional Human Resources Development Center include knowledge, skills, attitudes, and work experience.

Literature review

Human resources are living resources and have different feelings and emotions, so it is not surprising that the management of an organization pays attention to its resources, because they can influence efficiency and effectiveness and are the company's main expenses in running its business (Hasniati et al, 2023). The thing that plays the most important role in achieving a maximum goal is to start from the thing that most support the achievement of that goal, namely human resources. Human resources consist of two elements, namely empowered resources and human potential (Bahtiar & Karim, 2021). Resources managed by humans are called potential, whereas humans are part of human resource potential. So literally human resources are human potential in managing human resources.

1. Human Resource Management

Human resources are living resources and have different feelings and emotions, so it is not surprising that the management of an organization pays attention to its resources, because they can influence efficiency and effectiveness and are the company's main expenses in running its business (Mardjuni et al, 2022). The thing that plays the most important role in achieving a maximum goal is to start from the thing that most support the achievement of that goal, namely human resources. Human resources consist of two elements, namely

empowered resources and human potential. Resources managed by humans are called potential, whereas humans are part of human resource potential. So literally human resources are human potential in managing human resources.

Human resources are the potential developed by humans to produce useful things that can be used as sources of income or can provide economic value. Human resources are the potential value that humans have to empower, exploit, and utilize all abilities to produce great benefits for prosperity and shared prosperity (Sendouw et al, 2023). Human resources are an important component element in various life activities intended to produce economic value. The resource component cannot be separated from the empowerment and utilization process (Karim et al, 2023). Often empowerment and utilization activities rely on the use of human resources. Optimally in carrying out daily activities to generate maximum profits.

The definition of human resource management is a process of service, management, processing, and completion of various elements of work activities so that there is cooperation and optimal synchronization of work in all aspects of human resources (Sobirin et al, 2023). For this reason, there is a need for a study of human resource management that leads to the empowerment and utilization of human resources that are managed professionally to produce input that provides mutual satisfaction to all parties. Human resource management is the policy and practice of determining human aspects or human resources in management positions, including recruiting, screening, training, rewarding, and evaluating. From the definition of management and human resources above, it can simply be said that human resource management is a management science that is applied to human resource management issues.

2. Competence

Competence is the ability or skill authority and power to determine or decide something. Competence is a person's ability to carry out their obligations responsibly and appropriately. Competency is a way of carrying out work that can be categorized as effective, efficient, productive, and quality because it has abilities that are appropriate to the conditions of the work that must be done (Ruslan et al, 2023). Competency is a set of knowledge, skills/expertise, and attitudes that a worker must master through learning activities regarding their field of work or position. Competency is maximum performance or performance as a qualification standard or competency standard in the process of implementing a job/position (Abduh et al, 2024).

Competency is workability that has 3 (three) criteria consisting of 1) Intellectual ability regarding work/position as the main task; 2) Ability to plan, carry out work/position, and assess results using tools through collaborative activities; 3) Ability to measure and assess progress in work with an orientation towards efficiency, effectiveness, and productivity. Competency is a set of knowledge, skills, and attitudes that must be mastered by a worker through learning activities regarding their field of work or position. The definition of competency comes from the words job competency, namely ability and work (Arnetti & Hasan, 2022). The meaning of ability is the ability to carry out all activities optimally with all human potential in the form of energy, thoughts, feelings, and will to produce a useful activity.

Meanwhile, work means a form of work activity carried out to obtain benefits and value from that activity. Competencies about work performance can be classified into two types, namely: 1) Threshold competencies, namely the minimum and essential criteria that are needed/demanded from a position and must be fulfilled by each position holder to be able to work effectively, and 2) Competencies differentiator, namely criteria that can differentiate between people who always reach the end of superior work and people whose performance is only average.

3. Employee performance

Performance is an achievement resulting from a process or way of acting in a function. Performance as a process is related to human resource activities in carrying out assigned work. Therefore, performance is an activity related to the elements involved in a process, so achieving the desired results is the standard of work in the organization (Karim et al, 2021). Performance is a management process designed to develop organizational goals with individual goals in such a way that both individual goals and organizational goals can be met. Performance is an activity related to the elements involved in an input and process to produce an output and benefit. Employee performance is the ability to achieve predetermined work requirements to maintain work quality. Performance is an implementation of staff input in the process of daily activities. To create various quality outputs according to strategy in various technical, tactical, and practical activities in producing outcomes or benefits (Karim & Syamsuddin, 2024).

The limitations regarding performance are 1) input in developing the main tasks according to what you want to do; 2) the process of implementing service procedures is carried out based on competency; 3) output supported by staff competency; 4) obtaining results (outcomes) from services to the community according to the competencies possessed; and 5) benefits from the service process to the community. Furthermore, a person's performance or behavior is influenced by various organizational environmental factors. Individual factors include abilities, needs, beliefs, experience, appreciation, and so on. Meanwhile, organizational environmental factors include tasks, authority, responsibility, education system, leadership, and so on. However, performance does not happen automatically, which will be better if a good management assessment system is used (Wahyuni et al, 2022).

Research methods

This research was conducted using a survey approach and distributing questionnaires to analyze facts and data that support the information needed to support the research discussion. Meanwhile, the type of research is quantitative descriptive, namely describing and explaining the influence of knowledge, skills, attitudes, and work experience on employee performance at the Makassar Regional Human Resources Development Center. A population is a complete group of elements, generally in the form of people, objects, transactions, or events. In this study, the population consisted of all civil servants at the Makassar Regional Human Resources Development Center, consisting of 100 civil servants and non-civil servants. By considering that the population is not too large, this research uses the census method, namely the entire population is used as respondents.

Research instruments are tools used to measure observed natural and social phenomena. The instrument in this research is a questionnaire containing questions that need to be answered and filled in by respondents. The questionnaire contains questions regarding motivation, competence, organizational culture, and employee performance (Salim et al, 2024). The data in this research is quantitative, namely by distributing questionnaires to respondents. Respondents were asked to assess the knowledge, skills, attitudes, work experience, and performance of employees at the Makassar Region human resource development center.

In compiling this research instrument the author refers to the Likert Scale. The Likert scale is a psychometric scale commonly used in questionnaires and is the scale most widely used in research in the form of surveys. When answering questions on a Likert Scale, respondents determine their level of agreement with a statement by selecting one of the available options. Typically five scale options are provided in the following format:

- a. Strongly agree, represents a score of 5
- b. Agree, represents a score of 4
- c. Disagree, represents a score of 3
- d. Disagree, represents a score of 2
- e. Strongly disagree, value 1.

Result

1. Descriptive analysis

The following will describe the data obtained from respondents. Descriptive data that describes the condition or circumstances of respondents needs to be considered as additional information to understand the research results. The total of respondents sampled in the research was 100 respondents. All respondents in the sample returned the questionnaire given. The characteristics of respondents used in this research are declassification based on gender. Last level of education. Below we will discuss the conditions of each respondent's demographic clarification.

Table 3. Respondent's character

Respondent's age	Total	Percentage
<20 Tahun	15	15%
20 – 30 Tahun	25	25%
30 - 40 Tahun	45	45%
41 - 50 Tahun	15	15%
Total	100	100%

Source: Primary data processed, 2024.

One way that data can be easily understood is that descriptive analysis is one of the parts of statistics used. The data in this research is quantitative, namely by distributing questionnaires to respondents. Respondents were asked to assess the knowledge, skills, attitudes, work experience, and performance of employees at the Makassar Regional Human Resources Development Center. In compiling this research, the author refers to a Likert scale where respondents determine their level of agreement with a statement by choosing one of the available options.

These interval categories are entered into a continuum line so that the following is obtained:

Table 4. Continuum line

Very not good	Not good	Pretty good	Good	Very good
1.00	1.80	2.60	3.40	4.20

Source: Primary data processed, 2024.

2. Evaluation of measurement models

Measurement model testing will be carried out to show the results of validity and reliability tests. In this research, a validity test was carried out to determine whether the construct met the requirements to be continued as research or not. Convergent Validity is a measurement model with items that have values based

on the correlation between item scores and construct values. The convergent validity index is measured by the AVE factor, composite reliability, R square, and Cronbach's alpha. The results of the AVE index, composite reliability, R square, and Cronbach's alpha can be seen in Figure 1 below:

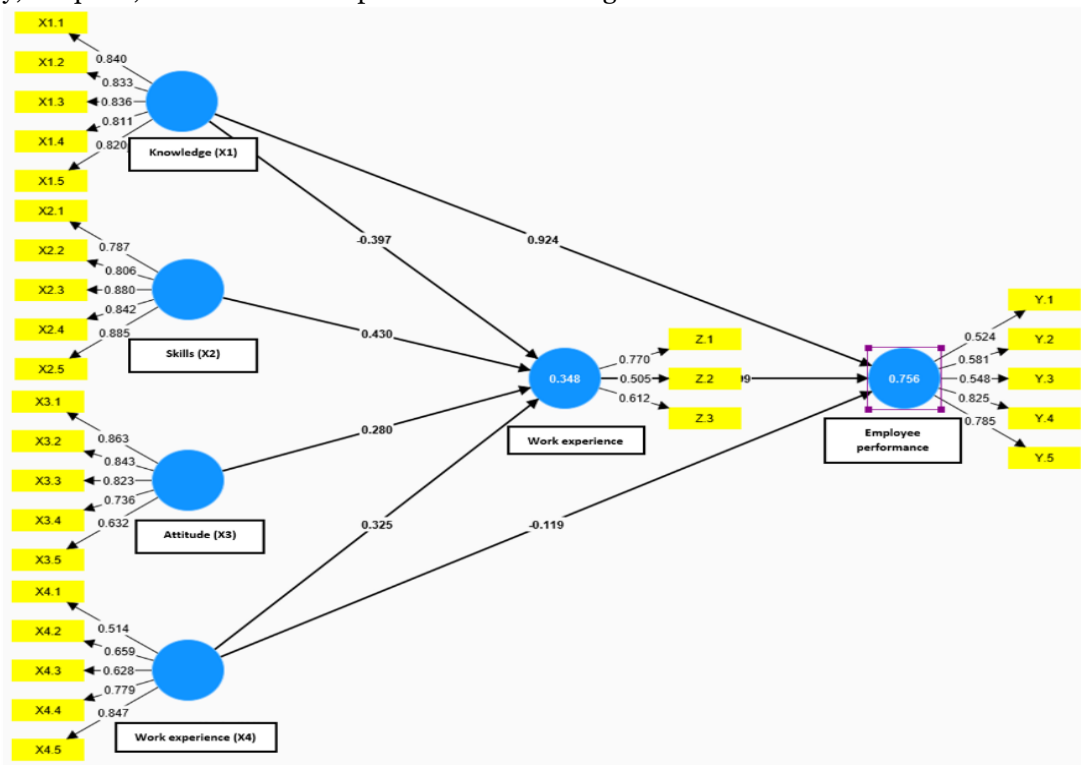


Figure 1. PLS algorithm 1 outer model results

Table 5. Outer loading values

	Knowledge (X1)	Skills (X2)	Attitude (X3)	Work experience (X4)	Employee performance (Y)	Work effectiveness (Z)
X1.1	0.840					
X1.2	0.833					
X1.3	0.836					
X1.4	0.811					
X1.5	0.820					
X2.1		0.787				
X2.2		0.806				
X2.3		0.880				
X2.4		0.842				
X2.5		0.885				
X3.1			0.863			
X3.2			0.843			
X3.3			0.823			
X3.4			0.736			
X3.5			0.632			
X4.1				0.514		
X4.2				0.659		
X4.3				0.628		
X4.4				0.779		
X4.5				0.847		
Y.1					0.524	
Y.2					0.581	
Y.3					0.548	
Y.4					0.825	
Y.5					0.785	
Z.1						0.770
Z.2						0.505
Z.3						0.612

Source: Primary data processed, 2024.

After outer loading was carried out, it turned out that several indicators did not meet the requirements because all indicators had an outer loading value of <0.6. These indicators must be removed from the model and the algorithm tested again. After re-testing the algorithm, the following results were obtained:

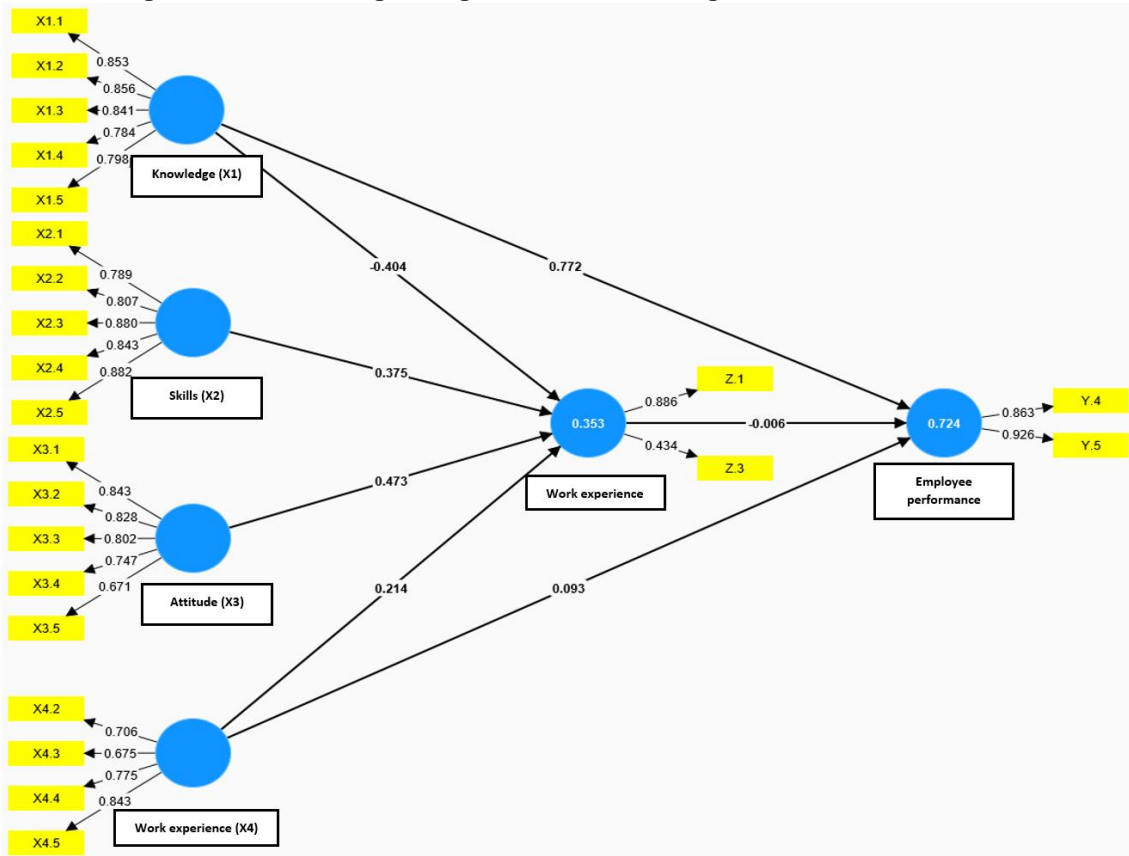


Figure 2. PLS algorithm II outer model test results

Table 6. Outer loading value

	Knowledge (X1)	Skills (X2)	Attitude (X3)	Work experience (X4)	Employee performance (Y)	Work effectiveness (Z)
X1.1	0.853					
X1.2	0.856					
X1.3	0.841					
X1.4	0.784					
X1.5	0.798					
X2.1		0.789				
X2.2		0.807				
X2.3		0.880				
X2.4		0.843				
X2.5		0.882				
X3.1			0.843			
X3.2			0.828			
X3.3			0.802			
X3.4			0.747			
X3.5			0.671			
X4.1				0.706		
X4.2				0.675		
X4.3				0.775		
X4.4				0.843		

X4.5				0.706		
Y.4					0.863	
Y.5					0.926	
Z.1						0.886
Z.3						0.634

Source: Primary data processed, 2024.

After outer loading was carried out, it turned out that several indicators met the requirements because all indicators had an outer loading value of <0.6 . This is a factor cross-loading value that is useful for finding out whether a construct has adequate discriminants, namely by comparing the loading value on the targeted construct which must be greater than the other values. The standard value for each construct must be greater than 0.7. The discriminant value is useful for assessing whether a variable has adequate discriminant validity, namely by comparing the correlation of the indicator with the target construct, which must be greater than the correlation with other constructs. If the correlation of the indicator has a higher value than the correlation of the indicator with other constructs, then it is said that the variable has high discriminant validity. The complete cross-loading value results are as follows:

Table 7. Cross-loading value in the smart PLS 4 algorithm

	Knowledge (X1)	Skills (X2)	Attitude (X3)	Work experience (X4)	Employee performance (Y)	Work effectiveness (Z)
X1.1	0.805	0.697	0.576	0.505	0.587	0.697
X1.2	0.965	0.921	0.587	0.465	0.865	0.921
X1.3	0.896	0.867	0.631	0.696	0.826	0.867
X1.4	0.735	0.501	0.607	0.435	0.671	0.501
X1.5	0.792	0.587	0.763	0.492	0.617	0.587
X2.1	0.722	0.856	0.675	0.809	0.722	0.675
X2.2	0.655	0.819	0.553	0.672	0.655	0.553
X2.3	0.594	0.802	0.457	0.569	0.594	0.457
X2.4	0.523	0.740	0.407	0.543	0.523	0.407
X2.5	0.703	0.847	0.590	0.578	0.703	0.590
X3.1	0.849	0.639	0.756	0.617	0.849	0.639
X3.2	0.891	0.539	0.811	0.580	0.891	0.539
X3.3	0.465	0.617	0.749	0.587	0.465	0.492
X3.4	0.515	0.580	0.921	0.865	0.515	0.809
X3.5	0.643	0.500	0.867	0.826	0.643	0.672
X4.1	0.862	0.604	0.779	0.862	0.862	0.604
X4.2	0.849	0.639	0.756	0.849	0.735	0.639
X4.3	0.891	0.539	0.811	0.891	0.792	0.539
X4.4	0.788	0.355	0.690	0.788	0.735	0.355
X4.5	0.485	0.697	0.576	0.805	0.485	0.697
Y.4	0.515	0.921	0.587	0.965	0.965	0.921
Y.5	0.643	0.867	0.631	0.896	0.896	0.867
Z.1	0.526	0.501	0.607	0.735	0.526	0.735
Z.3	0.659	0.587	0.763	0.792	0.659	0.792

Source: Primary data processed, 2024.

In the table above showing the cross-loading, it can be seen that the loading value of the knowledge indicator factor (X1) is greater than the cross-loading value aimed at skills, attitudes, experience, work effectiveness, and employee performance. Based on the results of the discriminant validity test in the table above, it can be seen that all indicators have the highest indicators in their constructs and not in other constructs, so it can be stated that all indicators have met the requirements for discriminant validity.

Discussion

Referring to the results of this research, the knowledge variable empirically turns out to have a significant effect on work effectiveness. The path coefficient value found between these two variables is statistically significant. The direct contribution of the knowledge variable to effectiveness is quite high and has a significant effect, so knowledge is a good predictor of employee effectiveness at the Makassar Regional Human Resources Development Center. These findings indicate that knowledge variables can predict work effectiveness variables. Apart from that, this fact shows that effectiveness in this research is caused by knowledge. This means empirically, especially for employees at the Makassar Regional Human Resources Development Center, that effectiveness is influenced by knowledge.

In the context of the relationship between knowledge and work effectiveness at the Makassar Regional Human Resources Development Center, the higher the knowledge an employee has, the higher the resulting work effectiveness (Karim et al, 2023). Furthermore, this type of knowledge is not easily interpreted or expressed in the form of words or written documents by employees of the Makassar Regional Human Resources Development Center. This knowledge often takes the form of personal experience, intuition, views, and skills possessed by employees. Meanwhile, innovation refers to the development and implementation of new ideas or new ways of creating value or improving processes.

The influence of knowledge on work effectiveness can be very significant because this unstructured and difficult-to-interpret knowledge can be a source of inspiration and creativity in creating new solutions. The following are some of how knowledge influences effectiveness at the Makassar Regional Human Resource Development Center: 1). Creativity and knowledge can trigger creativity and imagination because it is often formed from personal experience and the views of individual employees. This knowledge can be a source of new, innovative ideas. 2). Problem-solving, in facing complex challenges or problems, tacit knowledge can help individual employees find solutions that they had not thought of before. Knowledge based on experience and intuition can help see problems from different perspectives and find effective solutions. 3). Decision-making, knowledge can also influence decision-making in work effectiveness. In situations where formal information is limited or incomplete, intuitive knowledge can help employees make better decisions. 4). Knowledge transfer is often transferred through social interactions, such as mentoring, collaboration, or discussions between individuals. Through this kind of transfer, informal knowledge can be translated into innovative ideas that can be applied in different environments. 5). discoveries and knowledge can be a trigger to discover new things that have never been discovered before.

When personal knowledge is integrated with formal and scientific information, it can lead to significant discoveries. However, it should be remembered that knowledge also has several challenges in the context of work effectiveness. One of them is the difficulty of transferring this knowledge to others or communicating it explicitly. The Makassar Regional Human Resource Development Center must look for ways to encourage collaboration, share knowledge, and create an environment that supports knowledge exchange, as well as explicitly, stimulate sustainable innovation.

Referring to the results of this research, the skill variable empirically turns out to have a significant effect on work effectiveness. The path coefficient value found between these two variables is statistically significant. The direct contribution of the skills variable to effectiveness is quite high and has a significant effect so skills are a good predictor of employee effectiveness at the Makassar Regional Human Resources Development Center. These findings indicate that skill variables can predict work effectiveness variables. Apart from that, this fact shows that effectiveness in this research is caused by skills. This means empirically, especially for employees at the Makassar Regional Human Resources Development Center, that effectiveness is influenced by skills.

In the context of the relationship between skills and work effectiveness at the Makassar Regional Human Resources Development Center, the higher the skills an employee has, the higher the resulting work effectiveness. Furthermore, these types of skills are not easily interpreted or expressed in the form of words or written documents by employees of the Makassar Regional Human Resources Development Center.

The influence of skills on work effectiveness can be very significant because these unstructured and difficult-to-interpret skills can be a source of inspiration and creativity in creating new solutions. Several ways in which skills influence work effectiveness in the Makassar Regional Human Resources Development Center. Supporting the skills of employees who are skilled, productive, and efficient in utilizing all needs related to the organization, employee skills will provide added value in developing the progress of an organization. Thus, the essence of skilled human resources is human resources who carry out work activities easily, smoothly, proficiently and enjoy doing what is considered skilled human resources. Skilled human resources are needed to improve the quality of human resources, with the skills they have they will carry out work activities well, of course, based on the skills they have.

Conclusion

The indirect influence of skills on employee performance through work effectiveness can be very significant. Skills, as a type that is difficult to define explicitly, can be the main trigger for employee performance processes in an organization. When employees use their skills creatively and integrate them with explicit skills, this can result in skills that impact employee performance and the overall organization. The indirect influence of skills

on employee performance through work effectiveness is established by 1) defining performance; very important to support the strategic goals of the organization. Setting clear targets for each employee is a critical component of performance management. 2) Measuring performance: This can be done by measuring various types of performance in various ways. The key is to measure performance frequently and use that information for mid-period corrections. 3) Feedback and direction: to improve performance, employees need information about their performance, accompanied by direction in achieving the next level of results. Improving employee performance means preparing employees to assume the responsibilities given and is related to the intellectual and emotional abilities needed to carry out better work.

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