

**STRATEGI OPTIMALISASI PENGELOLAAN SUMBER
DAYA MANUSIA (SDM) PETUGAS KESEHATAN HEWAN
DALAM PELAYANAN PUBLIK DI KABUPATEN
LAMANDAU**

Oleh
Juliper Silalahi
2540503110014

TESIS

Untuk memperoleh gelar Magister
Prodi Magister Manajemen
Bidang Konsentrasi Manajemen Strategik



**KEMENTERIAN PENDIDIKAN TINGGI, SAINS, DAN TEKNOLOGI
UNIVERSITAS PALANGKA RAYA
FAKULTAS EKONOMI DAN BISNIS
PRODI MAGISTER MANAJEMEN
2026**

**STRATEGI OPTIMALISASI PENGELOLAAN SUMBER
DAYA MANUSIA (SDM) PETUGAS KESEHATAN HEWAN
DALAM PELAYANAN PUBLIK DI KABUPATEN
LAMANDAU**

Oleh
Juliper Silalahi
2540503110014

TESIS

Untuk memperoleh gelar Magister
Prodi Magister Manajemen
Bidang Konsentrasi Manajemen Strategik



**KEMENTERIAN PENDIDIKAN TINGGI, SAINS, DAN TEKNOLOGI
UNIVERSITAS PALANGKA RAYA
FAKULTAS EKONOMI DAN BISNIS
PRODI MAGISTER MANAJEMEN
2026**

LEMBAR PERSETUJUAN

STRATEGI OPTIMALISASI PENGELOLAAN SUMBER DAYA MANUSIA (SDM) PETUGAS KESEHATAN HEWAN DALAM PELAYANAN PUBLIK DI KABUPATEN LAMANDAU

Oleh
Juliper Silalahi
2540503110014

TESIS

Untuk memperoleh gelar Magister
Prodi Magister Manajemen
Bidang Konsentrasi Manajemen Strategik

Palangka Raya, Juli 2026

Pembimbing I

Dr. Luluk Tri Harinie, SE, MM
NIP. 19720728 199803 2 002



Pembimbing II

Dr. Achmad Syamsudin, MM
NIP. 19670518 199802 1 001

Ketua Jurusan/Kaprodi,

Dr. Ronni Haga, SE., M.Si., CERA
NIP. 19960710 202321 1 010

HALAMAN PENGESAHAN

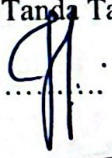
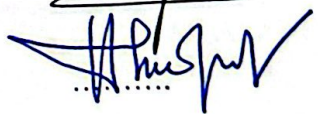
STRATEGI OPTIMALISASI PENGELOLAAN SUMBER DAYA MANUSIA (SDM) PETUGAS KESEHATAN HEWAN DALAM PELAYANAN PUBLIK DI KABUPATEN LAMANDAU

Tesis ini diajukan oleh:

Nama : Juliper Silalahi
NIM : 2540503110014
Jurusan/Prodi : Magister Manajemen

Telah berhasil dipertahankan di depan Dewan Penguji dan diterima sebagai bagian persyaratan yang diperlukan untuk memperoleh gelar Magister pada Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Palangka Raya.

DEWAN PENGUJI

	Nama Lengkap	Tanda Tangan:
Pembimbing 1 :	Dr. Luluk Tri Harinie, SE., MM NIP. 19720722 199803 2 002	
Pembimbing 2 :	Dr. Achmad Syamsudin, MM NIP. 19670518 199802 1 001	
Penguji :	Dr. Lelo Sintani, MM NIP. 19650731 198903 2 001	

Ditetapkan di : Palangka Raya

Tanggal : 2026

PERNYATAAN ORIGINALITAS

Dengan ini saya menyatakan :

1. Karya tulis saya ini adalah asli dan belum pernah diajukan untuk mendapatkan gelar akademik, baik di Universitas Palangka Raya maupun perguruan tinggi lainnya.
2. Karya tulis ini murni gagasan, rumusan dan penilaian sendiri, tanpa bantuan pihak lain, kecuali arahan Tim Pembimbing.
3. Dalam karya tulis ini tidak terdapat karya atau pendapat yang telah ditulis atau dipublikasikan orang lain, kecuali secara tertulis dengan jelas dicantumkan dalam daftar pustaka.
4. Pernyataan ini saya buat dengan sesungguhnya dan apabila dikemudian hari terdapat penyimpangan dan ketidakbenaran dalam pernyataan ini, maka saya bersedia menerima sanksi akademik berupa pencabutan gelar yang telah diperoleh serta sanksi lainnya sesuai dengan Undang-undang Nomor 20 Tahun 2003 Bab XX tentang Sanksi Karya Ilmiah dan norma yang berlaku di perguruan tinggi ini.

Palangka Raya, Juli 2026

Yang membuat pernyataan,



JULIPER SILALAH
2540503110014

STRATEGI OPTIMALISASI PENGELOLAAN SUMBER DAYA MANUSIA (SDM) PETUGAS KESEHATAN HEWAN DALAM PELAYANAN PUBLIK DI KABUPATEN LAMANDAU

Juliper Silalahi; Luluk Tri Harinie; Achmad Syamsudin

ABSTRAK

Penelitian ini dilatarbelakangi oleh tingginya tantangan geografis, keterbatasan personel, dan kesenjangan kompetensi teknis dalam pelayanan kesehatan hewan di Kabupaten Lamandau yang menuntut perbaikan tata kelola. Tujuan utama penelitian ini adalah menganalisis strategi optimalisasi pengelolaan sumber daya manusia (SDM) petugas kesehatan hewan pada Dinas Pertanian dan Perikanan Kabupaten Lamandau. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Pengumpulan data dilakukan melalui observasi partisipan, wawancara mendalam bersama informan kunci, dan analisis dokumen pendukung. Data kemudian dianalisis melalui dua tahapan utama, yakni Analisis Tematik Refleksif untuk menggali kondisi faktual dan Sintesis Matriks SWOT/TOWS untuk memformulasikan strategi. Hasil penelitian menemukan bahwa SDM dinas memiliki kekuatan utama pada etos kerja altruistik dan solidaritas tinggi yang ditopang oleh keberhasilan transisi status kepegawaian (P3K). Meski demikian, efektivitas pelayanan masih terhambat oleh minimnya latar belakang pendidikan medik veteriner, beban kerja lintas wilayah, serta buruknya prasarana kendaraan operasional. Melalui analisis TOWS, dirumuskan strategi penguatan melalui kemitraan swasta (CSR) serta perumusan regulasi kerja yang lebih protektif. Kesimpulannya, kualitas pelayanan publik dapat dicapai secara berkelanjutan jika instansi menerapkan standardisasi sertifikasi kompetensi, membatasi jam operasional darurat, serta meremajakan fasilitas logistik petugas.

Kata Kunci : Sumber Daya Manusia, Pelayanan Publik, Kesehatan Hewan, Manajemen Strategis, Analisis SWOT.

Optimization Strategies for Animal Health Human Resources Management in Public Services: A Case Study of Lamandau Regency

Juliper Silalahi; Luluk Tri Harinie; Achmad Syamsudin

ABSTRACT

This research is motivated by high geographical challenges, limited personnel, and technical competence gaps in animal health services in Lamandau Regency which demands governance improvements. The main objective of this research is to analyze the optimization strategy for human resource (HR) management of animal health workers at the Agriculture and Fisheries Office of Lamandau Regency. This study uses a qualitative approach with a case study design. Data were collected through participant observation, in-depth interviews with key informants, and supporting document analysis. The data were then analyzed through two main stages: Reflexive Thematic Analysis to explore factual conditions and SWOT/TOWS Matrix Synthesis to formulate strategies. The results found that the agency's HR has major strengths in an altruistic work ethic and high solidarity, supported by the successful transition of employment status (P3K). However, service effectiveness is hampered by the lack of formal veterinary medical education backgrounds, cross-regional workloads, and obsolete operational vehicle infrastructure. Through TOWS analysis, strengthening strategies were formulated through private partnerships (CSR) and the formulation of protective work regulations. In conclusion, the quality of public services can be achieved sustainably if the agency implements competence certification standardization, limits emergency operational hours, and rejuvenates the logistical facilities of the officers.

Keywords : *Human Resources, Public Service, Animal Health, Strategic Management, SWOT Analysis.*

KATA PENGANTAR

Puji Tuhan atas segala berkat karunia dan kasih-Nya yang besar penulis dapat menyelesaikan Tesis ini dengan baik. Tesis ini berjudul: “**Strategi Optimalisasi Pengelolaan Sumber Daya Manusia (Sdm) Petugas Kesehatan Hewan Dalam Pelayanan Publik Di Kabupaten Lamandau**” yang disusun sebagai salah satu syarat untuk memperoleh gelar Magister Manajemen pada Program Studi Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Palangka Raya (UPR).

Penulis menyadari bahwa dalam penyusunan Tesis ini tidak lepas dari bantuan, arahan, dan dukungan dari berbagai pihak. Oleh karena itu, pada kesempatan ini penulis ingin menyampaikan ucapan terima kasih kepada :

1. Bapak Prof. Dr. Ir. Salampak, M.S, selaku Rektor Universitas Palangka Raya, yang telah memberikan kesempatan, fasilitas, serta kebijakan yang mendukung penulis selama menuntut ilmu di Universitas Palangka Raya..
2. Bapak Dr. Sunaryo Neneng, SE., M.P, selaku Dekan Fakultas Ekonomi dan Bisnis Universitas Palangka Raya, atas segala layanan administrasi dan sarana prasarana yang disediakan selama penulis menempuh studi..
3. Bapak Dr. Ronny Haga, SE.,M.Si, CERA, selaku Ketua Program Studi Magister Manajemen, atas kesempatan, dukungan, dan layanan akademik yang diberikan kepada penulis selama menempuh studi.
4. Ibu Dr. Luluk Tri Harinie, SE., MM, selaku Dosen Pembimbing I atas segala dedikasi, waktu, dan bimbingan akademis yang mendalam, serta dukungan moril dan arahan berharga yang senantiasa menuntun penulis dalam penyusunan Tesis ini.
5. Bapak Dr. Achmad Syamsudin, MM, selaku Dosen Pembimbing II atas segala kesabaran, arahan, serta kontribusi pemikiran berupa saran dan perbaikan konstruktif dalam membimbing penulis menyelesaikan Tesis ini.
6. Ibu Dr. Lelo Sintani, MM, selaku dosen penguji yang telah memberikan perhatian, koreksi, serta masukan yang konstruktif dan membangun demi penyempurnaan kualitas Tesis ini.

7. Informan yang telah berpartisipasi dan memberikan informasi yang diperlukan dalam penelitian ini.
8. Keluarga dan teman-teman yang selalu memberikan motivasi serta doa.

Penulis menyadari bahwa Tesis ini masih jauh dari kesempurnaan, sehingga kritik dan saran yang membangun sangat penulis harapkan. Semoga Tesis ini dapat memberikan manfaat bagi pengembangan ilmu manajemen strategi dan sumberdaya manusia guna memberikan pelayanan publik yang baik.

Palangka Raya, 2026

Penulis

DAFTAR ISI

PERNYATAAN ORIGINALITAS	i
ABSTRAK	ii
ABSTRACT	iii
KATA PENGANTAR	iv
DAFTAR ISI	vi
DAFTAR TABEL	ix
DAFTAR GAMBAR	x
DAFTAR LAMPIRAN	xi
BAB I PENDAHULUAN	1
1.1 Latar Belakang Masalah	1
1.2 Fokus Penelitian	3
1.3 Rumusan Masalah	4
1.4 Tujuan Penelitian	4
1.5 Manfaat Penelitian	4
BAB II TINJAUAN PUSTAKA	7
2.1 Kajian Teori	7
2.1.1 <i>Strategic Management Theory</i>	7
2.1.2 <i>Resource-Based View (RBV)</i>	10
2.1.3 <i>Strategic Human Resource Management</i> <i>(SHRM) Theory</i>	12
2.1.4 <i>Agency Theory & Institutional Theory</i>	16
2.1.5 <i>Public Service Motivation (PSM)</i>	18
2.1.6 <i>Ability-Motivation-Opportunity (AMO) Framework</i>	22
2.1.7 <i>Planning, Organizing, Actuating, Controlling</i> <i>(POAC)</i>	25
2.2 Penelitian Terdahulu	28
2.3 Kerangka Pemikiran	30
BAB III METODE PENELITIAN	34
3.1 Desain Penelitian	34
3.2 Lokus Penelitian	37

3.3	Subjek Penelitian (Informan)	39
3.4	Teknik Pengumpulan Data	40
3.4.1	Observasi Partisipan	40
3.4.2	Wawancara Mendalam	41
3.4.3	Analisis Dokumen	42
3.5	Analisis Data	42
3.5.1	Analisis Tematik Refleksif	45
3.5.2	Sintesis SWOT	48
3.5.3	Matriks TOWS	49
BAB IV HASIL PENELITIAN		54
4.1	Gambaran Umum dan Karakteristik Informan	55
4.1.1	Gambaran Umum Lokasi Penelitian	55
4.1.2	Karakteristik Informan Penelitian	57
4.2	Analisis Tematik Refleksif	60
4.2.1	Strategi Optimalisasi Pengelolaan Sumber Daya Manusia Petugas Kesehatan Hewan Diterapkan Oleh Dinas Pertanian Dan Perikanan Kabupaten Lamandau Dalam Meningkatkan Kualitas Pelayanan Publik	60
4.2.1	Faktor Pendukung Dan Penghambat Dalam Upaya Optimalisasi Pengelolaan SDM Petugas Kesehatan Hewan Di Kabupaten Lamandau	65
4.3	Sintesis SWOT	65
4.3.1	Strategi Optimalisasi Pengelolaan Sumber Daya Manusia Petugas Kesehatan Hewan Diterapkan Oleh Dinas Pertanian Dan Perikanan Kabupaten Lamandau Dalam Meningkatkan Kualitas Pelayanan Publik	69
4.3.2	Faktor Pendukung Dan Penghambat Dalam Upaya Optimalisasi Pengelolaan SDM Petugas Kesehatan Hewan Di Kabupaten Lamandau	71
4.4	Matriks TOWS	73
4.4.1	Strategi Optimalisasi Pengelolaan Sumber Daya Manusia Petugas Kesehatan Hewan Diterapkan Oleh Dinas	

Pertanian Dan Perikanan Kabupaten Lamandau Dalam Meningkatkan Kualitas Pelayanan Publik.....	73
4.4.2 Faktor Pendukung Dan Penghambat Dalam Upaya Optimalisasi Pengelolaan SDM Petugas Kesehatan Hewan Di Kabupaten Lamandau.....	75
BAB V PEMBAHASAN	78
5.1 Strategi Penerapan Optimalisasi Pengelolaan SDM.....	78
5.2 Faktor Pendukung dan Penghambat Optimalisasi SDM	87
BAB VI PENUTUP	94
6.1. Kesimpulan.....	94
6.2. Saran.....	95
6.3. Implikasi Penelitian	96
DAFTAR PUSTAKA	98
LAMPIRAN.....	117
Wawancara dengan Obet Rante.....	117
Wawancara dengan Faruq Haifani Rois	125
Wawancara dengan Gusti Zulkifli Iskandar	132
Wawancara dengan Kepala Bidang	138

DAFTAR TABEL

Tabel 1 Definisi Tiga Komponen.....	22
Tabel 2 Contoh Ringkas Peran Setiap Fungsi.....	27
Tabel 3 Penelitian Terdahulu	28
Tabel 4 Matriks Karakteristik Informan Kunci.....	58
Tabel 5 Sintesa SWOT Strategi Optimalisasi Pengelolaan SDM.....	69
Tabel 6 Sintesa SWOT Faktor Pendukung dan Penghambat.....	71
Tabel 7 Strategi SO Strategi Optimalisasi Pengelolaan SDM	73
Tabel 8 Strategi WO Strategi Optimalisasi Pengelolaan SDM.....	74
Tabel 9 Strategi ST Optimalisasi Pengelolaan SDM	74
Tabel 10 Strategi WT Optimalisasi Pengelolaan SDM.....	75
Tabel 11 Strategi SO dalam Menentukan Faktor Pendukung dan Penghambat ...	76
Tabel 12 Strategi WO dalam Menentukan Faktor Pendukung dan Penghambat..	76
Tabel 13 Strategi ST dalam Menentukan Faktor Pendukung dan Penghambat....	77
Tabel 14 Strategi WT dalam Menentukan Faktor Pendukung dan Penghambat ..	77
Tabel 15 Matriks IFAS	84
Tabel 16 Matriks EFAS	85

DAFTAR GAMBAR

Gambar 1	Kerangka Pemikiran	33
Gambar 2	Diagram Alur Analisis.....	45
Gambar 3	Struktur Organisasi	56

DAFTAR LAMPIRAN

Wawancara dengan Obet Rante	117
Wawancara dengan Faruq Haifani Rois.....	125
Wawancara dengan Gusti Zulkifli Iskandar.....	132
Wawancara dengan Kepala Bidang	138

DAFTAR PUSTAKA

- Abujraiban, A., & Assaf, G. (2022). Effect of Strategic Planning of Human Resources in Management Performance. *Civil Engineering Journal*. <https://doi.org/10.28991/cej-2022-08-08-014>
- Adeoye-Olatunde, O., & Olenik, N. (2021). Research and scholarly methods: Semi-structured interviews. *Journal of the American College of Clinical Pharmacy*, 4, 1358 - 1367. <https://doi.org/10.1002/jac5.1441>
- Agostino, D., Saliterer, I., & Steccolini, I. (2021). Digitalization, accounting and accountability: A literature review and reflections on future research in public services. *Financial Accountability & Management*. <https://doi.org/10.1111/faam.12301>
- Aguilera, R., Aragón-Correa, A., Marano, V., & Tashman, P. (2021). The Corporate Governance of Environmental Sustainability: A Review and Proposal for More Integrated Research. *Journal of Management*, 47, 1468 - 1497. <https://doi.org/10.1177/0149206321991212>
- Ahmad, J., Mamun, A., Masukujjaman, M., Makhbul, Z., & Ali, K. (2023). Modeling the workplace pro-environmental behavior through green human resource management and organizational culture: Evidence from an emerging economy. *Heliyon*, 9. <https://doi.org/10.1016/j.heliyon.2023.e19134>
- Ahmad, B., Da, L., Asif, M., Irfan, M., Ali, S., & Akbar, M. (2021). Understanding the Antecedents and Consequences of Service-Sales Ambidexterity: A Motivation-Opportunity-Ability (MOA) Framework. *Sustainability*. <https://doi.org/10.3390/su13179675>
- Akbar, K., Hamdi, H., Kamarudin, L., & Fahrudin, F. (2021). Manajemen POAC pada Masa Pandemi Covid-19 (Studi Kasus BDR di SMP Negeri 2 Praya Barat Daya). , 7, 167-175. <https://doi.org/10.33394/jk.v7i1.2959>
- Al-Agry, D. (2021). High-involvement human resource practices and their impact on organizational ambidexterity: The mediating role of employees' ambidextrous behaviors. *Global Business and Organizational Excellence*. <https://doi.org/10.1002/joe.22090>

- Alam, M., & Miah, M. (2024). Do Islamic banks use institutional theory in the light of Shariah governance? Empirical evidence from a Muslim dominant country. *Heliyon*, 10. <https://doi.org/10.1016/j.heliyon.2024.e24252>
- Alfiah, E., Herawati, M., & Novitasari, R. (2020). Manajemen POAC Wakaf Di Indonesia. , 7, 118-132. <https://doi.org/10.21043/ziswaf.v7i2.8065>
- Almazrouei, F., Sarker, A., Zervopoulos, P., & Yousaf, S. (2024). Organizational structure, agility, and public value-driven innovation performance in the UAE public services. *Heliyon*, 10. <https://doi.org/10.1016/j.heliyon.2024.e33261>
- AlNuaimi, B., & Singh, K. (2022). Mastering digital transformation: The nexus between leadership, agility, and digital strategy. *Journal of Business Research*, 145. <https://doi.org/10.1016/j.jbusres.2022.03.038>
- Aluko, K., Ayentimi, D., Moloney, B., & Burgess, J. (2025). Contextualising HRM in the Digital Age: Local Government Responses to Technological Change in Australia. *Asia Pacific Journal of Human Resources*. <https://doi.org/10.1111/1744-7941.70049>
- Amin, S., Nida, B., Safdar, M., & AlKubra, R. (2024). Evolving Perspectives in Strategic Human Resource Management: Theoretical Analysis of Three Decades. *Interdisciplinary Journal of Emerging and Social Sciences*. <https://doi.org/10.62460/ijeass/2024.017>
- Amirulah, S., & Rahmat, W. (2024). The Employee Performance Management of the Regional Technical Implementation Unit (UPTD) of the Animal Health and Veterinary Public Health Center of Seruyan Regency in Improving Public Services.. *Buletin Poltanesa*. <https://doi.org/10.51967/tanesa.v25i2.3153>
- Anvari, R., Kumpikaitė-Valiūnienė, V., Mobarhan, R., Janjaria, M., & Chermahini, S. (2023). Strategic human resource management practitioners' emotional intelligence and affective organizational commitment in higher education institutions in Georgia during post-COVID-19. *PLOS ONE*, 18. <https://doi.org/10.1371/journal.pone.0295084>
- Arvidsson, A., Fischer, K., Hansen, K., Sternberg-Lewerin, S., & Chenais, E. (2022). Diverging Discourses: Animal Health Challenges and Veterinary

Care in Northern Uganda. *Frontiers in Veterinary Science*, 9. <https://doi.org/10.3389/fvets.2022.773903>

Assensoh-Kodua, A. (2019). The resource-based view: a tool of key competency for competitive advantage. *Problems and Perspectives in Management*. [https://doi.org/10.21511/ppm.17\(3\).2019.12](https://doi.org/10.21511/ppm.17(3).2019.12)

Awan, F., Liu, D., Jamil, K., & Gul, R. (2022). Stimulating environmental performance via green human resource management, green transformational leadership, and green innovation: a mediation-moderation model. *Environmental Science and Pollution Research*, 30, 2958-2976. <https://doi.org/10.1007/s11356-022-22424-y>

Ayu, S., & Nawawi, Z. (2023). Penerapan Planning, Organizing, Actuating, And Controlling (POAC) Dalam Manajemen Bisnis Islam. *Jurnal Ekonomi, Bisnis dan Manajemen*. <https://doi.org/10.58192/ebismen.v3i1.1733>

Azizi, M., Atlasi, R., Ziapour, A., Abbas, J., & Naemi, R. (2021). Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach. *Heliyon*, 7. <https://doi.org/10.1016/j.heliyon.2021.e07233>

Banazılı, A. (2024). *Strategic Human Resources Management: Concept, Theory and Applications*. Bitlis Eren Üniversitesi Sosyal Bilimler Dergisi. <https://doi.org/10.47130/bitlissos.1580471>

Berrada, M., Raboisson, D., & Lhermie, G. (2024). Effectiveness of rural internships for veterinary students to combat veterinary workforce shortages in rural areas. *PLOS ONE*, 19. <https://doi.org/10.1371/journal.pone.0294651>

Boxall, P., & Purcell, J. (2000). Strategic human resource management: where have we come from and where should we be going?. *International Journal of Management Reviews*, 2, 183-203. <https://doi.org/10.1111/1468-2370.00037>

Braun, V., & Clarke, V. (2024). A critical review of the reporting of reflexive thematic analysis in Health Promotion International. *Health Promotion International*, 39. <https://doi.org/10.1093/heapro/daae049>

- Bright, L. (2021). Does Person Organization Fit and Person-Job Fit Mediate the Relationship between Public Service Motivation and Work Stress among U.S. Federal Employees?. *Administrative Sciences*, 11, 37. <https://doi.org/10.3390/admsci11020037>
- Chalirafi, C., Irfan, M., Aiyub, A., Nurhafni, N., & Matriadi, F. (2023). *Optimization of Public Services*. International Journal of Public Administration Studies. <https://doi.org/10.29103/ijpas.v3i1.12328>
- Cleland, J., Milte, R., Khanna, D., George, S., Brebner, C., Campbell, N., Tuxworth, G., Maloney, C., Worley, P., & Dymmott, A. (2025). Recruitment, retention and turnover of allied health professionals in rural and remote areas: a quantitative scoping review.. *Rural and remote health*, 25 3, 9494. <https://doi.org/10.22605/rrh9494>
- Collins, C. (2020). Expanding the resource based view model of strategic human resource management. *The International Journal of Human Resource Management*, 32, 331 - 358. <https://doi.org/10.1080/09585192.2019.1711442>
- Czosnek, L., Zopf, E., Cormie, P., Rosenbaum, S., Richards, J., & Rankin, N. (2022). Developing an implementation research logic model: using a multiple case study design to establish a worked exemplar. *Implementation Science Communications*, 3. <https://doi.org/10.1186/s43058-022-00337-8>
- D'oria, L., Crook, T., Ketchen, D., Sirmon, D., & Wright, M. (2021). The Evolution of Resource-Based Inquiry: A Review and Meta-Analytic Integration of the Strategic Resources–Actions–Performance Pathway. *Journal of Management*, 47, 1383 - 1429. <https://doi.org/10.1177/0149206321994182>
- Delery, J., & Roumpi, D. (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles?. *Human Resource Management Journal*, 27, 1-21. <https://doi.org/10.1111/1748-8583.12137>
- Delery, J., & Doty, D. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39, 802-835. <https://doi.org/10.2307/256713>

- Demo, G., Costa, A., & Coura, K. (2024). HRM practices in the public service: a measurement model. *RAUSP Management Journal*. <https://doi.org/10.1108/rausp-01-2023-0005>
- Deng, J., Liu, J., Guo, Y., Gao, Y., Wu, Z., & Yang, T. (2021). How does social support affect public service motivation of healthcare workers in China: the mediating effect of job stress. *BMC Public Health*, 21. <https://doi.org/10.1186/s12889-021-11028-9>
- Esen, A., Çıgman, M., Demirkol, M., & Özgül, M. (2024). Rethinking Human Resources in Public Administration: An Empirical Analysis of the Problem of the Ineffective Usage of Human Resources in the Public Sector. *Gaziantep University Journal of Social Sciences*. <https://doi.org/10.21547/jss.1355728>
- Faiz, M., Suciarny, R., Zaskia, S., & Kusumaningrum, H. (2024). Implementasi POAC dalam Manajemen Pendidikan Modern. *Reflection : Islamic Education Journal*. <https://doi.org/10.61132/reflection.v1i4.157>
- Ferlie, E., & Ongaro, E. (2022). *Strategic Management in Public Services Organizations*. . <https://doi.org/10.4324/9781003054917>
- Fidan, T. (2021). The Effect of Psychological Contract Perceptions of University Administrative Personnel on their Job Satisfaction: The Mediating Role of Public Service Motivation. , 54, 175-203. <https://doi.org/10.30964/auebfd.569385>
- Fikri, M., & Tjenreng, M. (2025). *Manajemen Pelayanan Publik*. Jurnal PKM Manajemen Bisnis. <https://doi.org/10.37481/pkmb.v5i1.1300>
- Garengo, P., Sardi, A., & Nudurupati, S. (2021). Human resource management (HRM) in the performance measurement and management (PMM) domain: a bibliometric review. *International Journal of Productivity and Performance Management, ahead-of-print*. <https://doi.org/10.1108/ijppm-04-2020-0177>
- Garg, S., Tripathi, N., McIsaac, M., Zurn, P., Zapata, T., Mairembam, D., Singh, N., & De Graeve, H. (2022). Implementing a health labour market analysis to address health workforce gaps in a rural region of India. *Human Resources for Health*, 20. <https://doi.org/10.1186/s12960-022-00749-6>

- Gerhart, B., & Feng, J. (2021). The Resource-Based View of the Firm, Human Resources, and Human Capital: Progress and Prospects. *Journal of Management*, 47, 1796 - 1819. <https://doi.org/10.1177/0149206320978799>
- Gile, P., Van De Klundert, J., & Buljac-Samardžić, M. (2021). Human resource management in Ethiopian public hospitals. *BMC Health Services Research*, 22. <https://doi.org/10.1186/s12913-022-08046-7>
- Gile, P., Van De Klundert, J., & Buljac-Samardžić, M. (2022). Strategic human resource management and performance in public hospitals in Ethiopia. *Frontiers in Public Health*, 10. <https://doi.org/10.3389/fpubh.2022.915317>
- Gupta, A., & Gupta, N. (2021). Environment Practices Mediating the Environmental Compliance and firm Performance: An Institutional Theory Perspective from Emerging Economies. *Global Journal of Flexible Systems Management*, 22, 157 - 178. <https://doi.org/10.1007/s40171-021-00266-w>
- Hameduddin, T., & Engbers, T. (2021). Leadership and public service motivation: a systematic synthesis. *International Public Management Journal*, 25, 86 - 119. <https://doi.org/10.1080/10967494.2021.1884150>
- Hamidi, H., Bahrami, L., & Safaie, N. (2021). Effect of motivation, opportunity and ability on human resources information security management considering the roles of Attitudinal, behavioral and organizational factors. *International Journal of Engineering*. <https://doi.org/10.5829/ije.2021.34.12c.07>
- Hansen, J., & Ferlie, E. (2016). *Applying Strategic Management Theories in Public Sector Organizations: Developing a typology*. *Public Management Review*, 18, 1 - 19. <https://doi.org/10.1080/14719037.2014.957339>
- Harry, D., Crawford, A., Pamintuan, C., Singh, A., Thomas, D., Cooke, N., Oliver, C., Gordy, C., & Lubischer, J. (2024). Elevating Marginalized Student Experiences of Belonging in the Life Sciences: A Qualitative Case Study Approach. *CBE Life Sciences Education*, 23. <https://doi.org/10.1187/cbe.24-02-0055>
- Hartono, D., Aliyah, H., Safitri, O., & Ciputri, O. (2023). Analysis of The Implementation of The Management Planning, Organizing, Actuating, Controlling in BES PPJA (Case Study of The Santri Executive Board of The

Jagad 'Alimussirry). *Journal Intellectual Sufism Research (JISR)*. <https://doi.org/10.52032/jisr.v6i1.156>

Hayati, N., & Nurani, N. (2021). Strategic human resources management and organizational performance: A literature review. *Turkish Journal of Computer and Mathematics Education*, 12, 82-86. <https://doi.org/10.17762/turcomat.v12i9.2889>

Hennessey, M., Fournié, G., Quaife, M., & Alarcón, P. (2022). Modelling multi-player strategic decisions in animal healthcare: A scoping review.. *Preventive veterinary medicine*, 205, 105684. <https://doi.org/10.1016/j.prevetmed.2022.105684>

Höglund, L., Caicedo, M., Mårtensson, M., & Svärdesten, F. (2018). *Strategic Management in the Public Sector: How Tools Enable and Constrain Strategy Making*. *International Public Management Journal*, 21, 822 - 849. <https://doi.org/10.1080/10967494.2018.1427161>

Huda, K., Abdoe, T., Sari, L., & Wantika, A. (2024). Studi Literatur Penerapan Konsep dan Peran Manajemen pada Organisasi. *Metta : Jurnal Ilmu Multidisiplin*. <https://doi.org/10.37329/metta.v4i2.3375>

Hue, T., Thai, H., & Tran, M. (2021). A Link between Public Service Motivation, Employee Outcomes, and Person–Organization Fit: Evidence from Vietnam. *International Journal of Public Administration*, 45, 379 - 398. <https://doi.org/10.1080/01900692.2021.1912086>

Hussain, M., Luu, T., & Marjoribanks, T. (2025). How and when paternalistic leadership influences service innovative behaviour while inhibiting counterproductive work behaviour among healthcare professionals: the roles of perceived supervisor support and public service motivation. *Journal of Health Organization and Management*, 39, 71 - 95. <https://doi.org/10.1108/jhom-08-2024-0333>

Hutabarat, M., Elvida, E., Muharif, R., Silaban, S., Sinaga, R., Alfarezi, R., & Agustiar, A. (2025). Analysis of the Influence of Management Functions POAC in Improving the Performance of PT Socfindo. *Serambi Journal of Agricultural Technology*. <https://doi.org/10.32672/sjat.v7i1.9320>

- Indrawati, I., & Wahira, W. (2025). POAC-based Principal Management Model in Planning the PAUD Unit Annual Program. *Journal of Social Science and Economics (JOSSE)*. <https://doi.org/10.70188/snq54m52>
- Jackson, S., Schuler, R., & Jiang, K. (2014). An Aspirational Framework for Strategic Human Resource Management. *The Academy of Management Annals*, 8, 1-56. <https://doi.org/10.5465/19416520.2014.872335>
- Javed, A., & Paracha, O. (2021). Employees Perceptions of Human Resource Management System and Practices Impact on Affective Commitment: Considering Mediating Role of Line Manager. *International Review of Management and Business Research*, 10, 322-335. [https://doi.org/10.30543/10-1\(2021\)-28](https://doi.org/10.30543/10-1(2021)-28)
- Jia, H., Gao, S., Shang, P., Cao, P., Yu, J., & Yu, X. (2022). The relationship between public service motivation and turnover intention: the mediating role of work stress and task performance. *Environmental Health and Preventive Medicine*, 27. <https://doi.org/10.1265/ehpm.22-00045>
- Johar, E., Rosli, N., Khairi, S., Shahrudin, S., & Nor, N. (2022). COVID-19 outbreak: How do human resource management practices affect employee well-being?. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.923994>
- Jung, G., & Moon, K. (2024). Examining Public Service Motivation's Impact on Organizational Commitment: Focusing on Moderating Roles of Hygiene and Motivation Factors. *Behavioral Sciences*, 14. <https://doi.org/10.3390/bs14060476>
- Khan, N., Zada, M., Ullah, A., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castilo, L. (2022). Servant Leadership and Followers Prosocial Rule-Breaking: The Mediating Role of Public Service Motivation. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.848531>
- Khadem, S. R., Aghchekani, A. O., & Fataei, E. (2022). Determination of Optimal Urban Waste Management Strategy Using SWOT Analysis: A Case Study. *Journal of Advances in Environmental Health Research*. <https://doi.org/10.32598/jaehr.10.4.1265>
- Khan, K., Gogia, E., Shao, Z., Rehman, M., & Ullah, A. (2025). The impact of green HRM practices on green innovative work behaviour: empirical

evidence from the hospitality sector of China and Pakistan. *BMC Psychology*, 13. <https://doi.org/10.1186/s40359-025-02417-5>

Karmina, S., Dyson, B., St John Watson, P., & Philpot, R. (2021). Teacher Implementation of Cooperative Learning in Indonesia: A Multiple Case Study. *Education Sciences*, 11, 218. <https://doi.org/10.3390/educsci11050218>

Knies, E., Boselie, P., Gould-Williams, J., & Vandenabeele, W. (2024). *Strategic human resource management and public sector performance: context matters*. The International Journal of Human Resource Management, 35, 2432 - 2444. <https://doi.org/10.1080/09585192.2017.1407088>

Kolmakova, O., & Bieliantsev, K. (2025). The Theoretical foundations of strategic management of enterprise personnel. The Problems of Economy. <https://doi.org/10.32983/2222-0712-2025-1-165-171>

Kosiol, J., Fraser, L., Fitzgerald, A., & Radford, K. (2023). Resource-based View: A new strategic perspective for public health service managers. *Asia Pacific Journal of Health Management*. <https://doi.org/10.24083/apjhm.v18i1.2053>

Lamichhane, P. (2025). Human Resources Management Theories and Their Applications in Local Government: A Study of Aatharai Rural Municipality, Nepal. *Pranayan प्रणयन*. <https://doi.org/10.3126/pranayan.v26i8.82289> Lengnick-Hall, M., Lengnick-Hall, C., Andrade, L., & Drake, B. (2009). Strategic human resource management: The evolution of the field. *Human Resource Management Review*, 19, 64-85. <https://doi.org/10.1016/j.hrmr.2009.01.002>

Lee, J., Jin, M., & Ryu, G. (2021). Motivated to Share? Using the Person–Environment Fit Theory to Explain the Link between Public Service Motivation and Knowledge Sharing. *Sustainability*. <https://doi.org/10.3390/su13116286>

Lee, G., & Kim, C. (2024). Antecedents of innovative behavior in public organizations: the role of public service motivation, organizational commitment, and perceived innovative culture. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1378217>

- Li, S., Jia, R., Seufert, J., Hu, W., & Luo, J. (2021). The impact of ability-, motivation- and opportunity-enhancing strategic human resource management on performance: the mediating roles of emotional capability and intellectual capital. *Asia Pacific Journal of Human Resources*. <https://doi.org/10.1111/1744-7941.12293>
- Li, D., Liu, M., Zhao, Y., Li, Y., Zhang, T., Zhang, W., Xia, D., & Lv, B. (2024). Why Does Algorithmic Management Undermine Employee Creativity?: A Perspective Focused on AMO Theory. *J. Organ. End User Comput.*, 36, 1-16. <https://doi.org/10.4018/joeuc.340037>
- Li, T., Ling, Y., Feng, X., & Wang, H. (2026). A multi-method analysis of employee-driven green service innovation in hotels based on the ability-motivation-opportunity framework.. *Scientific reports*. <https://doi.org/10.1038/s41598-025-34970-9>
- Lim, J., & Moon, K. (2025). The Public Service Motivation's Impact on Turnover Intention in Korean Public Organizations: Do Perceived Organizational Politics Matter?. *Behavioral Sciences*, 15. <https://doi.org/10.3390/bs15040474>
- Lubis, N. (2022). Resource Based View (RBV) in Improving Company Strategic Capacity. *Research Horizon*. <https://doi.org/10.54518/rh.2.6.2022.587-596>
- Ludviga, I., & Kalviņa, A. (2023). Organizational Agility During Crisis: Do Employees' Perceptions of Public Sector Organizations' Strategic Agility Foster Employees' Work Engagement and Well-being?. *Employee Responsibilities and Rights Journal*, 1 - 21. <https://doi.org/10.1007/s10672-023-09442-9>
- Mahdavi, A., Atlasi, R., Ebrahimi, M., Azimian, E., & Naemi, R. (2023). Human resource management (HRM) strategies of medical staff during the COVID-19 pandemic. *Heliyon*, 9. <https://doi.org/10.1016/j.heliyon.2023.e20355>
- Mahdi, O. (2021). The Business Model of Sustainable Competitive Advantage through Strategic Leadership Capabilities and Knowledge Management Processes to Overcome COVID-19 Pandemic. *Sustainability*. <https://doi.org/10.3390/su13179891>

- Mansour, S., Nogues, S., & Tremblay, D. (2021). Psychosocial safety climate as a mediator between high-performance work practices and service recovery performance: an international study in the airline industry. *The International Journal of Human Resource Management*, 33, 4215 - 4250. <https://doi.org/10.1080/09585192.2021.1949373>
- Martín-Alcázar, F., Romero-Fernández, P., & Sánchez-Gardey, G. (2005). Strategic human resource management: integrating the universalistic, contingent, configurational and contextual perspectives. *The International Journal of Human Resource Management*, 16, 633 - 659. <https://doi.org/10.1080/09585190500082519>
- Martina, A. (2025). *Kualitas Pelayanan Petugas Lapangan Keluarga Berencana dalam Upaya Meningkatkan Akseptor Keluarga Berencana Baru di Dinas Pemberdayaan Perempuan dan Perlindungan Anak, Pengendalian Penduduk dan Keluarga Berencana (DP3AP2KB) Kabupaten Lamandau*. Ranah Research : Journal of Multidisciplinary Research and Development. <https://doi.org/10.38035/rj.v7i4.1644>
- Mathews, V. (2025). *Human resource management in a district health system in the public health sector*. SA Journal of Human Resource Management. <https://doi.org/10.4102/sajhrm.v23i0.2708>
- McSweeney, L., Lally, J., Parbery-Clark, C., Murrell, K., Thomson, R., & Sowden, S. (2025). Understanding the challenges, opportunities, and drivers to addressing health inequalities within local health systems: the UNFAIR case study qualitative project. *BMC Health Services Research*, 25. <https://doi.org/10.1186/s12913-025-12956-7>
- Mehmood, K., Iftikhar, Y., Khan, A., & Kwan, H. (2023). The Nexus Between High-Involvement Work Practices and Employees' Proactive Behavior in Public Service Organizations: A Time-Lagged Moderated-Mediation Model. *Psychology Research and Behavior Management*, 16, 1571 - 1586. <https://doi.org/10.2147/prbm.s399292>
- Moghadam, M., Arabi, N., & Khoshsima, G. (2021). A Review of Case Study Method in Operations Management Research. *International Journal of Qualitative Methods*, 20. <https://doi.org/10.1177/16094069211010088>

- Mouratidou, M., Grabarski, M., & Donald, W. (2023). Intelligent careers and human resource management practices: qualitative insights from the public sector in a clientelistic culture. *Journal of Work-Applied Management*. <https://doi.org/10.1108/jwam-08-2023-0082>
- Nafari, E., & Rezaei, B. (2022). Relationship between human resources strategies and organizational performance based on the balanced scorecard in a public hospital in Iran: a cross-sectional study. *BMC Health Services Research*, 22. <https://doi.org/10.1186/s12913-022-07767-z>
- Nguyen, T., & Truong, C. (2022). INTEGRAL SWOT-AHP-TOWS MODEL FOR STRATEGIC AGRICULTURAL DEVELOPMENT IN THE CONTEXT OF DROUGHT: A CASE STUDY IN NINH THUAN, VIETNAM. *International Journal of the Analytic Hierarchy Process*. <https://doi.org/10.13033/ijahp.v14i1.890>
- Nova, J., Saleh, C., Hermawan, H., & Hanafi, I. (2025). *Implementation of public administration strategies in library management to enhance reading interest and literacy culture: A study at the library and archives office of Lamandau regency*. Edelweiss Applied Science and Technology. <https://doi.org/10.55214/25768484.v9i5.7094>
- Nurhikmah, N. (2024). EDUCATIONAL MANAGEMENT FUNCTIONS: PLANNING, ORGANIZING, ACTUATING, CONTROLLING. *INTIHA: Islamic Education Journal*. <https://doi.org/10.58988/intiha.v1i2.293>
- Nyawira, L., Tsofa, B., Musiega, A., Munywoki, J., Njuguna, R., Hanson, K., Mulwa, A., Molyneux, S., Maina, I., Normand, C., Jemutai, J., & Barasa, E. (2022). Management of human resources for health: implications for health systems efficiency in Kenya. *BMC Health Services Research*, 22. <https://doi.org/10.1186/s12913-022-08432-1>
- Obaid, S., Ahmad, S., & Mumtaz, F. (2022). Ability-Motivation-Opportunity Framework: An Analysis of Interrelated Effects of HRM Practice and Leadership Style on Organizational Outcomes. *Int. J. Asian Bus. Inf. Manag.*, 13, 1-26. <https://doi.org/10.4018/ijabim.309105>

- Okore, L., & Molnár, E. (2026). HRM issues and practices in internal stakeholder management for healthcare: a bibliometric and systematic literature analysis.. *Human resources for health*. <https://doi.org/10.1186/s12960-026-01049-z>
- Oliveira, M., Sousa, M., Silva, R., & Santos, T. (2021). Strategy and Human Resources Management in Non-Profit Organizations: Its Interaction with Open Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7, 75 - 75. <https://doi.org/10.3390/joitmc7010075>
- Pantih, S., Natsir, S., Idris, I., & Adda, H. (2021). *Optimization of Public Services of State Civil Services in Human Resource Management Perspective in Poso Regional Public Hospital (RSUD)*. , 4, 959-965. <https://doi.org/10.33258/birci.v4i1.1697>
- Pasaribu, R. D., Shalsabila, D., & Djatmiko, T. (2023). Revamping business strategy using Business Model Canvas (BMC), SWOT analysis, and TOWS matrix. *Heritage and Sustainable Development*. <https://doi.org/10.37868/hsd.v5i1.125>
- Piplica, D., Peronja, I., & Luković, T. (2024). CONTROLLING IN THE FUNCTION OF MANAGEMENT BY OBJECTIVES. *DIEM Dubrovnik International Economic Meeting*. <https://doi.org/10.17818/diem/2024/1.9>
- Piowar-Sulej, K. (2021). Core functions of Sustainable Human Resource Management. A hybrid literature review with the use of H-Classics methodology. *Sustainable Development*. <https://doi.org/10.1002/sd.2166>
- Ployhart, R. (2021). Resources for What? Understanding Performance in the Resource-Based View and Strategic Human Capital Resource Literatures. *Journal of Management*, 47, 1771 - 1786. <https://doi.org/10.1177/01492063211003137>
- Pokharel, K., Paudel, S., & Marasini, A. (2024). Revisiting the Case Study Method in Social Research: A Reflective and Argumentative Review for Novice Researchers. *Educational Journal*. <https://doi.org/10.3126/ej.v3i1.82043>
- Poljašević, B., Gričnik, A., & Žižek, S. (2025). Human Resource Management in Public Administration: The Ongoing Tension Between Reform Requirements

and Resistance to Change. *Administrative Sciences*.
<https://doi.org/10.3390/admsci15030094>

Priya, A. (2020). *Case Study Methodology of Qualitative Research: Key Attributes and Navigating the Conundrums in Its Application*. *Sociological Bulletin*, 70, 94 - 110. <https://doi.org/10.1177/0038022920970318>

Prosek, E., & Gibson, D. (2021). Promoting Rigorous Research by Examining Lived Experiences: A Review of Four Qualitative Traditions. *Journal of Counseling and Development*, 99, 167-177. <https://doi.org/10.1002/jcad.12364>

Putra, I., & Iswanto, D. (2025). Human Resource Management in Public Sector Policy Implementation (A Case Study of Sanitary Landfill Operations in Malang City). *Jurnal MSDA (Manajemen Sumber Daya Aparatur)*.
<https://doi.org/10.33701/jmsda.v13i2.5762>

Putri, A. Y., & Wibowo, I. (2025). Implementasi Analisis SWOT dengan Matriks IFAS & EFAS untuk Menentukan Strategi Pemasaran pada Mixue Rajamandala. *Jurnal Ilmiah Manajemen, Bisnis dan Kewirausahaan*.
<https://doi.org/10.55606/jurimbik.v5i3.1430>

Qiu, W., Dong, X., & Liu, C. (2025). The Impact of Perceived Overqualification on Workplace Procrastination: The Role of Public Service Motivation and Perceived Prosocial Impact. *Behavioral Sciences*, 15. <https://doi.org/10.3390/bs15050590>

Rafique, M., Hou, Y., Chudhery, M., Gull, N., & Ahmed, S. (2021). The dimensional linkage between public service motivation and innovative behavior in public sector institutions; the mediating role of psychological empowerment. *European Journal of Innovation Management*. <https://doi.org/10.1108/ejim-02-2021-0098>

Ramapriya, M., & Sudhamathi, S. (2021). Models of Strategic Human Resource Management and Human Resources Policies. , 7, 116-121. <https://doi.org/10.30726/ijmrss/v7.i4.2020.74022>

Ramdhani, D., & Taufiq, M. (2025). Implementation of POAC Managerial Functions in Building Santri's Religious Character in Islamic Boarding Schools in the Era of

Globalization. *Nidhomiyah: Jurnal Manajemen Pendidikan Islam*. <https://doi.org/10.38073/nidhomiyah.v6i2.2887>

Rana, K., Poudel, P., & Chimoriya, R. (2023). Qualitative Methodology in Translational Health Research: Current Practices and Future Directions. *Healthcare, 11*. <https://doi.org/10.3390/healthcare11192665>

Ren, S., Cooke, F., Stahl, G., Fan, D., & Timming, A. (2023). Advancing the sustainability agenda through strategic human resource management: Insights and suggestions for future research. *Human Resource Management*. <https://doi.org/10.1002/hrm.22169>

Rismayadi, B. (2024). *Analysis of Human Resource Management in Government Bureaucracy in Indonesia*. *Journal Arbitrase : Economy, Management and Accounting*. <https://doi.org/10.58471/arbitrase.v2i02.114>

Ritz, A., Vandenabeele, W., & Vogel, D. (2021). Public Service Motivation and Individual Job Performance. *Managing for Public Service Performance*. <https://doi.org/10.1093/oso/9780192893420.003.0014> Salmen, K., & Festing, M. (2021). Paving the way for progress in employee agility research: a systematic literature review and framework. *The International Journal of Human Resource Management*, 33, 4386 - 4439. <https://doi.org/10.1080/09585192.2021.1943491>

Safitri, R., Arbainah, S., & Karyanti, T. D. (2023). FORMULATION OF BUSINESS STRATEGY USING SWOT METHOD AND QUANTITATIVE STRATEGIC PLANNING MATRIX (QSPM): (CASE STUDY SURYA BOUTIQUE HOTEL SEMARANG). *Applied Accounting and Management Review (AAMAR)*. <https://doi.org/10.32497/aamar.v2i1.4414>

Sale, J. (2022). The role of analytic direction in qualitative research. *BMC Medical Research Methodology*, 22. <https://doi.org/10.1186/s12874-022-01546-4>

Salsabila, S., Radhiana, R., Juwita, J., & Mauliza, P. (2022). Challenges of the Resource-Based View Approach in Improving Business Organizational Performance. *Proceedings of International Conference on Multidisciplinary Research*. <https://doi.org/10.32672/pic-mr.v5i2.5416>

- Sarfo, P., Zhang, J., Nyantakyi, G., Lassey, F., Bruce, E., & Amankwah, O. (2024). Influence of Green Human Resource Management on firm's environmental performance: Green Employee Empowerment as a mediating factor. *PLOS ONE*, 19. <https://doi.org/10.1371/journal.pone.0293957>
- Sawmar, A., & Mohammed, M. (2021). Enhancing zakat compliance through good governance: a conceptual framework. *ISRA International Journal of Islamic Finance*. <https://doi.org/10.1108/ijif-10-2018-0116>
- Schaedler, L., Graf-Vlachy, L., & König, A. (2021). Strategic leadership in organizational crises: A review and research agenda. *Long Range Planning*. <https://doi.org/10.1016/j.lrp.2021.102156>
- Schiavi, G., Behr, A., & Marcolin, C. (2024). Institutional theory in accounting information systems research: Shedding light on digital transformation and institutional change. *Int. J. Account. Inf. Syst.*, 52, 100662. <https://doi.org/10.1016/j.accinf.2023.100662>
- Schotter, A., Meyer, K., & Wood, G. (2021). Organizational and comparative institutionalism in international HRM : Toward an integrative research agenda. *Human Resource Management*, 60, 205-227. <https://doi.org/10.1002/hrm.22053>
- Sena, B. (2023). The Case Study in Social Research. <https://doi.org/10.4324/9781003318255>
- Seto, H. A., Sutarli, C. C., Anas, N. L., Ulandari, M., & Sofyan, S. D. (2026). BUSINESS STRATEGY FORMULATION TO ENHANCE THE COMPETITIVENESS OF A BUILDING MATERIALS RETAIL BUSINESS: A CASE STUDY OF TB KARYA MANDIRI JAYA. *International Journal of Small and Medium Enterprises and Business Sustainability*. <https://doi.org/10.25105/ijjsmebs.v10i2.26313>
- Shafiabady, N., Hadjinicolaou, N., Din, F., Bhandari, B., Wu, R., & Vakilian, J. (2023). Using Artificial Intelligence (AI) to predict organizational agility. *PLOS ONE*, 18. <https://doi.org/10.1371/journal.pone.0283066>
- Singhania, M., & Saini, N. (2021). Institutional framework of ESG disclosures: comparative analysis of developed and developing countries. *Journal of*

Sustainable Finance & Investment, 13, 516 - 559. <https://doi.org/10.1080/20430795.2021.1964810>

Sun, W., Chen, K., & Mei, J. (2024). INTEGRATING THE RESOURCE-BASED VIEW AND DYNAMIC CAPABILITIES: A COMPREHENSIVE FRAMEWORK FOR SUSTAINING COMPETITIVE ADVANTAGE IN DYNAMIC MARKETS. *EPRA International Journal of Economic and Business Review*. <https://doi.org/10.36713/epra18157>

Surveyandini, M. (2022). The Results of the SWOT Analysis Approach in Formulating Company Strategy at the American English Course Purwokerto. *ProBisnis : Jurnal Manajemen*. <https://doi.org/10.35335/probisnis.v13i1.22>

Stevens-Uninsky, M., Gallant, N., Chatting, T., DiLiberto, D., De Souza, R., & Mbuagbaw, L. (2025). Re-drawing the map: a case study of decolonized research methods & methodologies. *International Journal for Equity in Health*, 24. <https://doi.org/10.1186/s12939-025-02539-7>

Stickley, T., O'Caithain, A., & Homer, C. (2022). The value of qualitative methods to public health research, policy and practice. *Perspectives in Public Health*, 142, 237 - 240. <https://doi.org/10.1177/17579139221083814>

Tripustikasari, E. (2025). Peran Manajemen dalam Meningkatkan Efektivitas Organisasi. *Journal of New Trends in Sciences*. <https://doi.org/10.59031/jnts.v3i2.730>

Tschirhart, M., & Bielefeld, W. (2016). Strategic Human Resource Management. *SSRN Electronic Journal*. <https://doi.org/10.1002/9781119051626.ch11>

Tyagur, R., Pachkiv, M., & Lisovska, S. (2023). MANAGEMENT OF EDUCATIONAL ORGANIZATIONS: FUNCTIONS. *Art of Medicine*. <https://doi.org/10.21802/artm.2023.2.26.180>

Vandy, J. (2023). *Bridging the Gap for Effective Public Sector Management – Reviewing the Critical Role of Strategic Human Resource Management*. *International Journal of Research Publication and Reviews*. <https://doi.org/10.55248/gengpi.2023.4.4.34741>

- Viera, C. (2023). CASE STUDY AS A QUALITATIVE RESEARCH METHODOLOGY. *Performance Improvement Journal*. <https://doi.org/10.56811/pfi-23-0005>
- Waqas, M., Yahya, F., Ahmed, A., Rasool, Y., & Li, H. (2021). Unlocking employee's green behavior in fertilizer industry: the role of green HRM practices and psychological ownership. *International Food and Agribusiness Management Review*. <https://doi.org/10.22434/ifamr2020.0109>
- Wilson, S., & Anagnostopoulos, D. (2021). Methodological Guidance Paper: The Craft of Conducting a Qualitative Review. *Review of Educational Research*, 91, 651 - 670. <https://doi.org/10.3102/00346543211012755>
- Wongsin, U., Pannoi, T., Prutipinyo, C., Maruf, M., Pongpattrachai, D., Quansri, O., & Sattayasomboon, Y. (2025). Strategic planning and organizational performance in public health sector: a scoping review. *BMC Health Services Research*, 25. <https://doi.org/10.1186/s12913-025-13206-6>
- Wright, P., & McMahan, G. (1992). Theoretical Perspectives for Strategic Human Resource Management. *Journal of Management*, 18, 295 - 320. <https://doi.org/10.1177/014920639201800205>
- Xu, X., Liu, H., Yang, J., Arshad, M., He, Y., Chen, Q., & Yu, C. (2025). Enhancing rural veterinary governance: coupling veterinary human resources with public attention to animal welfare. *Frontiers in Veterinary Science*, 12. <https://doi.org/10.3389/fvets.2025.1661775>
- Yadav, D. (2021). Criteria for Good Qualitative Research: A Comprehensive Review. *The Asia-Pacific Education Researcher*, 31, 679 - 689. <https://doi.org/10.1007/s40299-021-00619-0>
- You, N., Lou, Y., Zhang, W., Chen, D., & Zeng, L. (2023). Leveraging resources and dynamic capabilities for organizational resilience amid COVID-19. *South African Journal of Business Management*. <https://doi.org/10.4102/sajbm.v54i1.3802>
- Younas, A., Fàbregues, S., Durante, Á., & Ali, P. (2021). Providing English and native language quotes in qualitative research: A call to action. *Nursing Open*, 9, 168 - 174. <https://doi.org/10.1002/nop2.1115>

- Younas, A., Fàbregues, S., Durante, Á., Escalante, E., Inayat, S., & Ali, P. (2023). Proposing the “MIRACLE” Narrative Framework for Providing Thick Description in Qualitative Research. *International Journal of Qualitative Methods*, 22. <https://doi.org/10.1177/16094069221147162>
- Yu, J., Yuan, L., Han, G., Li, H., & Li, P. (2022). A Study of the Impact of Strategic Human Resource Management on Organizational Resilience. *Behavioral Sciences*, 12. <https://doi.org/10.3390/bs12120508>
- Zhang, Z., & Yang, Q. (2021). Examining the External Antecedents of Innovative Work Behavior: The Role of Government Support for Talent Policy. *International Journal of Environmental Research and Public Health*, 18. <https://doi.org/10.3390/ijerph18031213>
- Zhang, Y. (2023). Disclosing the relationship between public service motivation and job satisfaction in the Chinese public sector: A moderated mediation model. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1073370>
- Zubair, S., Khan, M., & Mukaram, A. (2021). Public service motivation and organizational performance: Catalyzing effects of altruism, perceived social impact and political support. *PLoS ONE*, 16. <https://doi.org/10.1371/journal.pone.0260559>