

Strategies For Increasing Employee Performance During The Covid-19 Pandemic At The Special Mom And Child Hospital (RSKIA) ANNISA In Banjarmasin

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Article Info

Received
02 October 2021

Accepted
17 October 2021

Published
26 October 2021

Keywords:

Strategy
Performance Improvement
Employee
Covid 19 Pandemic
Special Hospital for Mothers
and Children

ABSTRACT

Banjarmasin City in 2020 became the area with the most COVID-19 distribution in South Kalimantan. Under these conditions, RSKIA Annisa Banjarmasin is required to continue to work professionally in providing health services. The COVID-19 pandemic has limited service activities and become an obstacle, thus disrupting the optimization of employee performance. In this context, an appropriate employee performance improvement strategy is needed, to develop employee performance, namely in addition to achieving organizational goals, employee performance remains optimal, employee safety is also maintained. Therefore, during the COVID-19 pandemic, it is important to review strategies for improving employee performance during COVID-19 pandemic. The results of the study describe that the strategy for improving employee performance at RSKIA Annisa Banjarmasin City during the Covid-19 Pandemic was carried out through program steps aimed at maintaining the stability of employee performance during difficult and uncertain conditions. The steps taken include giving awards for performance that has been carried out during the Covid-19 Pandemic. This is intended to provide a motivational boost to performance to produce better work.

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1. INTRODUCTION

In carrying out development, every Regional Government requires accurate planning and is expected to be able to evaluate the development it does. Along with the rapid development of the economic sector, there is an increase in demand for data and indicators that require data availability to the Regency/City level. The data and development indicators required are those that are by the predetermined plans. The structure of development planning in Indonesia is based on the hierarchy of time dimensions based on Law Number 25 of 2004 concerning the National Development Planning System, which is divided into long-term, medium-term, and short-term plans. (annual), so that with this Law we recognize an important part of regional planning, namely the so-called regional development plans, namely the Regional Long-Term Development Plan (RPJP-D), the Regional Medium-Term Development Plan (RPJMD), and the Regional Work Plan. Regional Government (RKPD) as well as the Strategic Plan of Regional Apparatus Work Units (*Renstra-SKPD*) and Work Plans of Regional Apparatus Work Units (*Renja-SKPD*) as to completeness. Regional development

planning as mandated by Law Number 25 of 2004 concerning SPPN, requires regions to draw up a Term Development Plan for a length of 20 (twenty) years containing the vision, mission, and direction of regional development. This planning is then described in the Regional Medium-Term Development Plan with a duration of 5 (five) years, which contains regional financial policies, regional development strategies, general policies, SKPD and cross-SKPD programs, regional programs accompanied by work plans within the regulatory framework and indicative funding framework. Furthermore, the Regional RPJM is described in an annual duration plan called the Regional Government Work Plan (RKPD) which contains the regional economic framework design, regional development priorities, work plans, and funding, both those implemented directly by the government or those pursued by encouraging community participation. Health development is part of national development. Health development aims to increase awareness, willingness, and ability to live healthy for everyone to realize the highest degree of public health.

Health development is an effort of all the potentials of the Indonesian people, both the community, the private sector, and the government. Hospital services have their characteristics or characteristics. This characteristic is caused by the hospital being a very complex organization. The complexity and characteristics of hospital services need to be known and understood by everyone who has duties and responsibilities in the development and operation of hospitals.

The role of the private sector is considered still needed in national development and even needs to be increased. The reason is that the government has limitations in financing various strategic projects, while the expected results from these projects are needed immediately, considering the increasingly diverse needs of the community. Whether we realize it or not, the private sector has a big role in providing health services to the community. The results of studies conducted on the behavior of seeking treatment by the community outside of health services by the government are very large in numbers, such as those carried out by private doctors, alternative medicine, self-medicating, and other health or non-health professional organizations and the private sector. (Ramadani: 2013) played

The role of the private sector in health services can be seen from several aspects or points of view. Judging from the aspect of government levels, there are at the National, Provincial, Regency to Village or community levels. Judging from the aspect of the type of role that can be played, it can be in the form of expressing opinions, as a funder, health service provider, or health educator. Seen from the aspect of management stages, it can play a role starting from the planning and implementation stages. Monitoring and assessment. In addition, in developing the role of the private sector in health services, it can be in the form of adding to the role they have been doing so far. It may also not add to the role, but improve the quality of the roles that have been carried out by the private sector, such as implementing quality assurance programs, creating a better referral system, and others. (Ramadani: 2013)

The COVID-19 pandemic has had an impact on various areas of regional development. Government institutions, the private sector, and the community have made adjustments to survive in these conditions. The COVID-19 pandemic has occurred in all countries in the world and has caused a large number of casualties and is followed by a very significant impact and influence in various fields or sectors. The city of Banjarmasin became the largest contributor to the coronavirus (Covid-19) cases in South Kalimantan (Kalsel). . Of this figure, the City of Banjarmasin the largest contributor as many as 103 people. The rest, from Banjarbaru, Hulu Sungai Utara and Tanah Bumbu. Regional development planning during the pandemic has its challenges. This is because regional development planning is also aligned with the safety of many people. In the sense that in addition to encouraging HR to have continuously increasing performance, the safety factor from being infected with the COVID-19 virus is also a priority. In conditions like this, an organization needs to have a strategy to improve performance during the COVID-19 pandemic.

The Annisa Mother and Child Special Hospital (RSKIA) is one of the health service providers in the city of Banjarmasin. Based on the existing facts, the City of Banjarmasin in 2020 became the area with the most spread of COVID-19 in South Kalimantan. Under these conditions, RSKIA Annisa Banjarmasin is required to continue to work professionally in providing health services. The Director of RSKIA explained that "the COVID-19 pandemic has limited service activities and become an obstacle, thus disrupting the optimization of employee performance". In running the hospital wheel, RSKIA has 130 employees spread across various fields, including 4 medical records, 18 nurses, 18 midwives, 17 doctors, and 5 pharmacist assistants. (2020 Banjarmasin City RSKIA Personnel Document) Through this data, Banjarmasin City RSKIA is required to manage human resources who work in various fields and are vulnerable to Corona Virus transmission. The health service sector is closely related to public access, which during the pandemic requires caution in doing so. In this context, an appropriate employee performance improvement strategy is needed, to develop employee performance, namely in addition to achieving organizational goals, employee performance remains optimal, employee safety is also maintained. Therefore, during the COVID-19

pandemic, it is important to review strategies for improving employee performance during COVID-19 pandemic.

2. METHOD

This study uses a qualitative approach. Qualitative research is research on research that uses in-depth analysis. Process and meaning (subject perspective) are more detailed in qualitative research. This theoretical basis is used as a guide so that the research focus is following the facts on the ground. The type of research is descriptive qualitative. While the types of data in this study are primary and secondary data. This method is used with consideration of the relevance of the research material, namely the research conducted is descriptive in nature, that is, it describes the reality of the events being studied, making it easier for the authors to obtain objective data to know and understand the implementation of strategies to improve employee performance during the COVID-19 pandemic at RSKIA Annisa, Banjarmasin City. The location of this research is in the city of Banjarmasin, precisely in RSKIA Annisa which is one of the private agencies providing health services. Research informants are sources that can provide information related to facts related to employee performance management at RSKIA Annisa, namely the Personnel and Development Section, as well as the Head of the Internal Control System (SPI).

3. FINDINGS AND DISCUSSION

During the Covid-19 Pandemic, various development sectors in Indonesia were affected, especially in the health care sector. This is not only focused on the Covid-19 referral hospital but also other public and private hospitals, including RSKIA Annisa Banjarmasin City. The first thing in the anticipated pandemic period is the resilience of human resources in health services in hospitals, so the following is a strategy to improve employee performance that is implemented at RSKIA Annisa Banjarmasin City.

Employee performance improvement strategies are program steps taken to improve employee performance. Based on the theory of performance improvement strategies, there are several strategies in improving employee performance, namely providing motivation, employee welfare, creating a harmonious organizational climate, effective leadership, and career development.

3.1 Providing Motivation

Based on the results of interviews with resource persons, related to motivating employees during the pandemic, it was explained that:

"During the COVID-19 pandemic in the Year 2020-2021, in encouraging/motivating employees, it was carried out in the form of providing special rewards to increase employee morale during the pandemic, including leaving work earlier than before, providing incentives for service personnel, giving vitamins to all employees, giving discounts for employees if they want to do a rapid antigen test. The moral of the employees at RSKIA Annisa is still well maintained at the beginning of the emergence of covid-19 until now, the dedication given by the employees is still very good."

Based on the results of research observations, RSKIA Annisa in motivating employees, namely by providing special rewards to increase employee morale during the pandemic, namely leaving work earlier than before, providing incentives for service officers, giving vitamins to all employees, and free rapid test.

3.2 Creating a Harmonious Organizational Climate

Based on the results of interviews with resource persons, related to the strategy of improving performance through the creation of a harmonious organizational climate, it was explained that:

"When covid has lasted for 1 year, the steps taken by the hospital, especially those related to employee performance, are not there is a big difference in the pandemic situation that first existed in Indonesia, all employees are given vitamins to keep the immune system safe, then the use of PPE is still carried out even though it has entered the new normal era. All the rules that have been set previously remain unchanged. Another addition is that employees take part in in-house training organized by the hospital regarding the flow of patient admissions during the pandemic, or when patients are declared Ig-G or Ig-M reactive from the results of rapid tests carried out."

Based on this explanation, RSKIA Annisa's efforts to improve employee performance are through steps to create a harmonious climate, namely by taking adaptive steps that are adapted to the pandemic situation itself. This step will even continue to be carried out until the new normal phase is enforced. This is a way that is applied to provide a sense of security to the employees themselves so that they always have performance that is following hospital service standards.

Continuing during the Covid-19 pandemic, hospital steps to improve employee performance are still being carried out. Based on the results of interviews with interviewees, it was explained that:

When covid has lasted for 2 years, the steps taken by the hospital, especially those related to employee performance, are that there is not much difference in the pandemic situation that first existed in Indonesia, all employees are given vitamins to maintain the system. immune system to stay safe, then the use of PPE is still carried out even though it has entered the new normal era. All the rules that have been set previously remain unchanged. Another addition is that employees take part in in-house training organized by the hospital regarding the flow of patient acceptance during the pandemic, or when a patient is declared positive from the results of the antigen swab carried out.

Based on the results of observations in the field, efforts to create a harmonious organizational climate to improve employee performance during the COVID-19 pandemic have been carried out. Under the results of the interview, the harmonious organizational climate is carried out by providing security guarantees to employees so that they can work well. This is done by giving vitamins regularly to maintain the immune system, then using PPE, besides that employees are given in-house training organized by the hospital to be adaptive to pandemic conditions, namely understanding the flow of patient admissions during the pandemic, or when patients are sick. tested positive from the results of the antigen swab performed.

In more detail, here are the technical provisions to maintain a conducive working environment at RSKIA Annisa. Based on the results of the interview, it was explained that:

"When covid first appeared in Indonesia, the steps taken by RSKIA Annisa were: buying PPE for employees, all employees were checked through Rapid Test, if there were employees who were confirmed to be Covid-19 then the employee was isolated separately. independent but their rights as employees are not lost in terms of salary, visiting hours for the patient's family are abolished, every incoming inpatient will be carried out a rapid test, only 1 patient waits, every inpatient and outpatient before entering the hospital is checked for body temperature and are required to wash their hands, all employees use PPE both from security, cleaning service, health workers, etc., all employees are given vitamins to keep the immune system in the body safe, provide incentives for officers who serve Covid-19 patients, and maintain distance between patients outpatient treatment, limiting the number of outpatients to avoid crowds".

Based on the results of observations, it has been implemented. Creating conducive conditions in the work environment is important during a pandemic. Based on observations, rules have been applied during the pandemic while in the hospital.

In addition to the technical details of creating a conducive working environment, efforts were also made to build the solidity of human resources at RSKIA Annisa. Based on the results of interviews with informants, it was explained that:

"The steps taken to create a harmonious environment are to receive input and suggestions from employees regarding the services that will be provided to patients, giving autonomy and trust to employees. They want to be trusted to take responsibility and make decisions independently without strict interference but still within the existing regulatory standards. Giving responsibility not only trains and develops the skills of employees, but can also make them more involved and feel proud to be part of the work process".

Reviewing the results of the interview, based on observations, it is known that in the performance of employees during the pandemic, the hospital receives input and suggestions from employees regarding the services to be provided to patients. In addition, to provide a harmonious organizational climate, which is given autonomy and trust to employees. This is intended to provide confidence and responsibility in making decisions independently without strict interference but still within the existing regulatory standards. In this case, the responsibility given is also to train, develop employee skills, and build pride in being part of the work process.

In the implementation of the steps in dealing with the COVID-19 pandemic, this refers to the hospital guidelines in dealing with the pandemic period. Based on the results of interviews with informants, it was explained that:

"The guidelines for hospitals in carrying out health services during a pandemic are RSKIA Annisa studies a lot of guidelines in providing health services during a pandemic, both these guidelines come from PERSI and hospitals that enforce policies to carry out services, there are also direct directions from the city and provincial health offices and the Ministry of Health of the Republic of Indonesia."

Guidelines used in hospital operations include:

1. Guidelines from the City Health Office regarding Determination of Criteria for the Use of Rapid Antigen Tests.
2. Banjarmasin Mayor Regulation Number 30 of 2020 concerning Guidelines for the Implementation of Large-Scale Restrictions in the Context of Accelerating the Handling of Coronavirus Disease 2019 (Covid-19) in the City of Banjarmasin.

3. South Kalimantan Provincial Health Office (Circular Letter).

Based on observations, RSKIA Annisa has implemented guidelines from local governments in dealing with the COVID-19 pandemic. This can be seen through the application of PPE in the work environment, hospital rules inpatient care, and procedures for handling patients themselves.

3.3 Effective

Leadership The next strategy in improving employee performance at RSKIA Annisa is effective leadership. Based on the results of interviews with informants, it was explained that

"Directions given to employees in carrying out their duties are of course always given either directly by the head of the service or support midwife or indirectly through a decree issued by the director of RSKIA Annisa".

Based on this explanation, it is known that the informant explained that in the leadership process to improve employee performance at RSKIA Annisa, several things have been done. This is done through the structural leadership method by providing direct direction following the authority, and containing binding and coercive elements for employees so that employees with a sense of responsibility carry out their duties.

More specifically, the implementation of the leadership process during the pandemic was explained by the resource person, namely:

"Leaders change positions or roles during a pandemic, for that the leader provides an overview of the functions and goals of each role in the team. In addition, the leader ensures that each team is in a position according to their abilities, so that work can be completed more effectively because each team has mastered the field of work it does".

Based on this explanation, it is known that leaders during the pandemic make changes to employee positions that are adjusted to the conditions of the pandemic, and so that organizational goals can be achieved, the leaders provide direction according to their respective areas of duty, so that the team can run more effectively.

Related, with direction, with more implementation, holding training to deal with the covid-19 pandemic. Based on the results of the interview, it was explained that:

"To achieve the hospital's goals, providing training or training is an important thing that needs to be done to equalize the vision and mission among employees. In addition, training is provided so that the team is better prepared and proficient in doing work during the current pandemic. Adjustments to changes in various policies in dealing with COVID-19 also need to be informed to the team."

In this leadership process, good communication is needed. Based on the results of interviews with informants, it was explained that:

"Good communication between superiors and employees is an important key for the success of this hospital during a pandemic. Through effective and efficient communication, the goals of health services will be easier to achieve. This is done with good explanations and listening to feedback when problems arise. On the other hand, what needs to be avoided is communication in a high-pitched or angry manner without explaining to the team."

The next form of leadership implementation is evaluation. Based on the results of interviews with informants, it was explained that:

"Evaluations are often carried out to see progress or assess the good or bad performance of employees. For this reason, it is carried out regularly so that if there are problems that arise, a solution can be found immediately. At this time, too, is the right time to listen to various inputs from the working team, to create a better working environment and not harm each other."

Based on the description of the existing explanation, the leadership process has been carried out in dealing with the covid-19 pandemic. Leadership is carried out by good communication between superiors and employees and health service goals even though it will be easier to achieve. In addition, the leader conducts an evaluation process to see progress or assess the performance of employees and is carried out periodically to find solutions to various problems and listen to various inputs from the working team.

Based on observations, the leadership process during the pandemic has been carried out to improve employee performance through the structural leadership method by providing direct directions following the authority and containing binding and coercive elements for employees. In addition, leaders during the pandemic have also made changes to employee positions that are adapted to pandemic conditions, in this step, leaders provide direction according to their respective areas of duty so that the team can run more effectively.

Effective leadership is carried out with good communication between superiors and employees and health service goals even though it will be easier to achieve. In addition, the leader conducts an evaluation process to see progress or assess the performance of employees.

3.4 Providing Employee Welfare

The next indicator in identifying strategies for improving employee performance is to see whether there are efforts to improve employee welfare. Based on the results of interviews, it is known that efforts to improve the welfare of employees at RSKIA Annisa have been carried out. Based on the results of the interview, it was explained that:

"During the COVID-19 pandemic in the Year 2020-2021, additional incentives for employees to improve the welfare of permanent employees or are still given to employees in the form of honorarium/salary received".

Based on observations, it can be seen that in improving employee performance during the pandemic, efforts have been made to improve employee welfare. This is done with additional incentives to employees in the form of salaries and honorariums.

Based on the results of the study, both in the form of data from interviews, documentation, and observations, RSKIA Annisa Banjarmasin City has motivated employees to maintain their work ethic during the COVID-19 pandemic. The provision of performance motivation to employees is carried out by providing special rewards to increase employee morale during the pandemic, in the form of time to go home from work set earlier than before, providing incentives for service officers, giving vitamins to all employees, to free rapid antigen test facilities for employees. . At this stage, the hospital realizes the need to stimulate employee morale during the pandemic.

Through the description of the strategy to motivate RSKIA Annisa employees, encouragement or support to have a good work ethic is carried out by direct action in the form of increasing rewards for performance during the Covid-19 Pandemic. This increase in appreciation shows that there is a different concern from hospital management from previous times.

Reviewing the results of subsequent research, it can be seen that RSKIA Annisa Banjarmasin City in improving employee performance during the Covid-19 Pandemic implemented a strategy to create a harmonious organizational climate. This is done in the form of building a sense of security and comfort for employees at work, especially when providing services to patients. The realization of this is done by building confidence in employees that the Covid-19 Virus can be avoided by implementing strict health protocols in hospitals. Building this confidence is done by maximizing the fulfillment of PPE facilities so that employees feel protected when carrying out all activities in the hospital.

The next form of creating a harmonious organizational climate is to convince employees that the hospital is open to various suggestions and inputs from employees related to patient care during the pandemic. In this process, employees become convinced that the hospital does not only take advantage of the existing workforce but also has a concern for providing solutions or views regarding issues faced by employees during this pandemic.

The next strategy implemented is to build confidence that employees are given the trust to develop themselves in their performance following their main duties and responsibilities during the pandemic. In this regard, the hospital strives to maintain a conducive work environment by building trust and a sense of responsibility in employees when making decisions independently without strict interference but still within the existing regulatory standards. Through this, employees will have a sense of pride to be an important part of the team at the hospital and can contribute in totality. Employees in this condition are optimally integrated with the system that runs in the hospital and is very much needed during this pandemic.

The next review of research results related to the strategy to improve employee performance at RSKIA Annisa is to implement an effective leadership strategy. Based on the results of existing research, RSKIA Annisa has implemented effective leadership. This effective leadership is reflected through work instructions that are hierarchical in nature by referring to the provisions that apply in the hospital. By utilizing the existing authority, the direction from the leader will be strong and binding to be implemented.

In addition to the structural method, effective leadership is also reflected through leadership that provides direction according to their respective areas of duty, so that the team can run more effectively. The briefing during the pandemic is carried out in the form of training to deal with the Covid-19 pandemic.

In this leadership process, good communication is needed. Good two-way communication can maximize the implementation of directions properly. Leadership is carried out by good communication between superiors and employees and the purpose of health services even though it will be easier to achieve. The next form of leadership implementation is evaluation. The evaluation process is carried out to see progress or assess the good or bad performance of employees and is carried out periodically to find solutions

to various problems and listen to various inputs from the working team. The next review of research results related to the strategy to improve employee performance at RSKIA Annisa is to implement a strategy to improve employee welfare. This increase in employee welfare is realized through salaries and honorariums, which are specifically intended during the Covid-19 Pandemic.

Based on the description of the explanation carried out, the good work ethic of employees at RSKIA Annisa Banjarmasin City during the Covid-19 Pandemic can be obtained due to the implementation of motivational strategies, creating a harmonious organizational climate, effective leadership, and improving employee welfare. In addition, there is a strategy that has not been realized in this hospital, namely a career development strategy.

4. CONCLUSION

strategy to improve employee performance at RSKIA Annisa Banjarmasin City during the Covid-19 Pandemic was carried out through program steps aimed at maintaining the stability of employee performance during difficult and uncertain conditions. The steps taken include giving awards for performance that has been carried out during the Covid-19 Pandemic. This is intended to provide a motivational boost to performance to produce better work.

The next strategy is to build a sense of security for employees from the impact of the Covid-19 Virus. This is done by providing Personal Protective Equipment (PPE) for employees, and establishing health protocol rules while in hospital by government guidelines. This step is important to assure employees that the work environment has been managed in such a way as to minimize the transmission of the Covid-19 virus.

The next strategy is to build two-way communication between employees and the hospital. This communication is needed to receive suggestions, criticisms, and complaints from employees so that a solution can be given to what is submitted. This step is important considering that the pandemic is still ongoing and the situation is uncertain in some ways, so joint communication is needed to address matters of a technical nature that were not previously predicted.

The next strategy is to give trust to employees to be able to work optimally following their responsibilities. During the current pandemic, many new things are problematic and need proper and fast handling, so that it is effective if employees are increasingly encouraged to be able to develop their performance under the needs that occur in the workplace.

The next strategy is to build integration between employees and the hospital. This is important to maximize employee involvement in the service process by their responsibilities. Considering that during the Pandemic Period, there was a surge in the number of patients, and of course, extra treatment was needed. This can be achieved by building employee confidence that their role is very heavy for the sustainability of the hospital. The next strategy is through effective leadership, namely through structured direction, giving clear directions, implementing good communication in the leadership process, and making improvements with measurable and directed evaluations.

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