

IMPLEMENTATION OF STRATEGIC MANAGEMENT IN IMPROVING APPARATUS PERFORMANCE AT THE NORTH MANDREHE DISTRICT OFFICE

by

Novamataroeli Lahagu¹, Meiman Hidayat Waruwu², Sukaaro Waruwu³, Palindungan Lahagu⁴

Program Studi Manajemen, Universitas Nias

Email: Novanlahagu@gmail.com

ABSTRACT

This study aims to analyze the Implementation of Management Strategies in Improving Apparatus Performance at the North Mandrehe Sub-district Office, identify the obstacles faced, and assess the impact of the implementation of these strategies on apparatus performance and the quality of public services. The background of this study is based on the demand for improving the performance of local government apparatus in order to provide effective, efficient, and satisfying services to the public. The research method used is descriptive qualitative with data collection techniques through in-depth interviews, observation, and documentation. Research informants consisted of the North Mandrehe Sub-district Head, Sub-district Secretary, Head of General Sub-division, employees, village heads, and community representatives. Data analysis was carried out through the stages of data reduction, data presentation, and drawing conclusions. The results of the study indicate that the implementation of management strategies at the North Mandrehe Sub-district Office was carried out through participatory work planning, division of tasks according to job descriptions, application of SOPs, regular coordination and evaluation meetings, direct supervision, and periodic training. The obstacles faced include limited human resources and infrastructure, uneven motivation and discipline of apparatus, budget limitations, and suboptimal coordination between work units. The impact of implementing management strategies can be seen from the increased speed and efficiency of services, administrative productivity, discipline of the apparatus, positive employee responses, and public satisfaction, although its sustainability requires adequate resource support.

Keywords: Management Strategy, Apparatus Performance, Public Service

IMPLEMENTASI MANAJEMEN STRATEGI DALAM MENINGKATKAN KINERJA APARATUR DI KANTOR CAMAT MANDREHE UTARA

ABSTRAK

Penelitian ini bertujuan untuk menganalisis Implementasi Strategi Manajemen dalam Meningkatkan Kinerja Aparatur di Kantor Camat Mandrehe Utara, mengidentifikasi kendala yang dihadapi, serta menilai dampak penerapan strategi tersebut terhadap kinerja aparatur dan kualitas pelayanan publik. Latar belakang penelitian ini didasari oleh tuntutan peningkatan kinerja aparatur pemerintah daerah guna memberikan pelayanan yang efektif, efisien, dan memuaskan masyarakat. Metode penelitian yang digunakan adalah deskriptif kualitatif dengan teknik pengumpulan data melalui wawancara mendalam, observasi, dan dokumentasi. Informan penelitian terdiri dari Camat Mandrehe Utara, Sekretaris Camat, Kepala Subbagian Umum, pegawai, kepala desa, dan perwakilan masyarakat. Analisis data dilakukan melalui tahap reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa

implementasi strategi manajemen di Kantor Camat Mandrehe Utara dilakukan melalui perencanaan kerja partisipatif, pembagian tugas sesuai uraian jabatan, penerapan SOP, rapat koordinasi dan evaluasi rutin, pengawasan langsung, serta pelatihan berkala. Kendala yang dihadapi meliputi keterbatasan sumber daya manusia dan sarana prasarana, motivasi dan kedisiplinan aparatur yang belum merata, keterbatasan anggaran, serta koordinasi antarunit kerja yang belum optimal. Dampak implementasi strategi manajemen terlihat dari meningkatnya kecepatan dan efisiensi pelayanan, produktivitas administrasi, kedisiplinan aparatur, respons positif pegawai, serta kepuasan masyarakat, meskipun keberlanjutannya memerlukan dukungan sumber daya yang memadai.

Kata kunci: Strategi Manajemen, Kinerja Aparatur, Pelayanan Publik

INTRODUCTION

In the era of globalization and government modernization, public demands for quality public services are increasing. Public services are no longer simply expected to be fast and accessible, but also to be professional, transparent, and accountable. This situation is driving the government to continue bureaucratic reforms to improve the effectiveness of governance, particularly at the basic service level, such as the sub-district level. Bureaucratic reform in Indonesia is aimed at increasing the efficiency, effectiveness, and integrity of state apparatus in providing services to the public through improving management systems, developing human resource competencies, and strengthening a work culture oriented towards results and public satisfaction (Dwiyanto, 2012). State Civil Apparatus as the frontline of public service is required to have high performance, professionalism, and integrity in carrying out their duties.

Effective management is not only concerned with organizational structure, but also encompasses strategic planning, work program implementation, oversight, and ongoing performance evaluation. Implementing appropriate management strategies is expected to boost employee productivity and effectiveness. The success of public organizations is greatly influenced by the quality of human resource management. Civil servants should be viewed as strategic assets that must be systematically developed to optimally contribute to achieving organizational goals. Therefore, evaluating the implementation of human resource programs is crucial to ensure that civil servant competencies align with organizational needs and positively impact performance.

As a technical implementation unit of government, the Sub-district Office plays a strategic role in bridging community interests with local government policies. The sub-district is responsible for administrative services, development facilitation, and coordination with villages/sub-districts. Therefore, the successful implementation of management strategies at the sub-district level

significantly determines the quality of public services directly experienced by the community. The North Mandrehe Sub-district Office has implemented various management strategies, including the development of Standard Operating Procedures (SOPs), employee development and training, organizational structure restructuring, and regular monitoring and evaluation. However, its implementation still faces several challenges, such as low discipline among some staff, weak coordination between work units, and performance evaluations that tend to be administrative in nature, thus not having a significant impact on performance improvement. A performance evaluation system should be able to measure work achievements, provide feedback, and encourage continuous improvement (Mahmudi, 2015).

This situation indicates a gap between formulated strategies and their implementation in the field. Management strategies that are not consistently implemented have the potential to remain merely formal documents without producing real change (Siagian, 2014). As a result, performance orientation has not been fully internalized in the work culture of civil servants. This issue underscores the importance of in-depth studies on the implementation of management strategies in public organizations, particularly at the sub-district level. This research is relevant because it seeks to uncover the extent to which implemented management strategies can drive improved apparatus performance. The research findings are expected to provide empirical contributions to the development of public management and serve as a basis for consideration for sub-district leaders and local governments in formulating more effective and sustainable policies.

As Rivai (2015) points out, a successful management strategy is one that can effectively address organizational challenges and increase competitiveness through human resource management. Therefore, understanding strategy implementation and its inhibiting and supporting factors is crucial in the context of bureaucratic reform at the regional level. Based on this background, this study aims to examine the implementation of strategic management in improving the performance of the apparatus at the North Mandrehe District Office.

LITERATURE REVIEW

Strategic Management

Strategic management is the process of determining an organization's long-term direction and goals, as well as selecting the best way to achieve them through the systematic formulation and implementation of strategies. According to Susanto (2014), strategic management encompasses

the integrated functions of planning, organizing, implementing, and monitoring to achieve organizational goals. Strategic management plays a crucial role in helping organizations navigate environmental uncertainty, align goals across work units, clarify the roles of organizational members, and build a performance-oriented work culture. The implementation of strategic management also enables organizations to adapt to change, increase work effectiveness, and identify competitive advantages (Ritonga, 2020; Ramli & Kartini, 2022).

In general, the strategic management process consists of three main stages: strategy formulation, strategy implementation, and strategy evaluation (David & David, 2016). Strategy formulation includes establishing the organization's vision, mission, and goals. Strategy implementation focuses on resource allocation, organizational structure formation, and work program implementation. Meanwhile, strategy evaluation is conducted through performance measurement and continuous improvement. In the context of public organizations, the implementation of management strategies is not only oriented towards achieving internal goals but also towards improving the quality of public services. Siagian (2014) emphasized that the success of strategy implementation is highly dependent on consistency of implementation, commitment of the apparatus, and effective supervision.

Apparatus Performance

Civil servant performance is the work results achieved by employees in carrying out their duties and responsibilities in accordance with established standards. Rivai (2015) states that performance is the realization of an individual's abilities, motivation, and role in completing their work. In the public sector, civil servant performance is an indicator of the success of providing services to the public. According to Dwiyanto (2012), civil servant performance can be measured through several indicators, including productivity, service quality, responsiveness, responsibility, and accountability. Meanwhile, Sedarmayanti (2017) added that work performance, expertise, behavior, and discipline are also important benchmarks in assessing government employee performance.

Mathis and Jackson (in Akhmad, 2012) suggest that employee performance can be evaluated based on the quantity and quality of work output, punctuality, attendance, and ability to work collaboratively. Therefore, employee performance is not only measured by work output but also by attitudes and work behaviors that support the achievement of organizational goals.

The Relationship between Strategic Management and Civil Service Performance

Effective strategic management implementation is believed to improve staff performance through clear objectives, structured task allocation, the application of Standard Operating Procedures (SOPs), and a continuous evaluation system. Mahmudi (2015) emphasized that good performance evaluation serves as a tool to measure work achievement, provide feedback, and trigger continuous improvement. Various previous studies have shown that implementing management strategies through the planning, implementation, and evaluation stages positively contributes to improving organizational performance. However, the effectiveness of these strategies is often hampered by limited human resources, infrastructure, inter-unit coordination, and weak staff discipline.

Therefore, studying the implementation of management strategies in public organizations, particularly at the sub-district level, is crucial for understanding the extent to which these strategies are effectively implemented and impact the performance of government officials. This understanding is expected to provide a basis for improving governance and enhancing the quality of public services.

RESEARCH METHODS

This study uses a qualitative, descriptive approach. This approach was chosen to gain an in-depth understanding of the implementation of strategic management to improve the performance of officials at the North Mandrehe Sub-district Office, particularly from the perspective of officials and the public as service users. The research location was at the North Mandrehe Sub-district Office, West Nias Regency, North Sumatra Province. Research informants were determined through purposive sampling and snowball sampling, consisting of the Sub-district Head, Sub-district Secretary, Head of General Affairs, sub-district employees, village heads, and community members. Informant selection was based on direct involvement in the implementation of management strategies and experience receiving public services.

Data collection techniques included observation, in-depth interviews, and documentation. Observations were conducted to directly observe service activities and staff performance. In-depth interviews were used to explore informants' perceptions regarding the implementation of management strategies, obstacles encountered, and their impact on performance. Documentation was used to supplement the data in the form of archives, activity reports, and other supporting documents. Data analysis was conducted interactively through the stages of data reduction, data

presentation, and conclusion drawing. The obtained data were classified according to the research focus and then presented in descriptive narrative form before conclusions were drawn. Data validity was maintained through triangulation of sources and techniques, namely by comparing the results of observations, interviews, and documentation to ensure consistency of information.

RESULTS AND DISCUSSION

This study reveals the implementation of management strategies in improving the performance of apparatus at the North Mandrehe Sub-district Office through three main aspects, namely strategy implementation, implementation constraints, and impact on apparatus performance.

Implementation of Management Strategy

The research results show that the management strategy at the North Mandrehe Sub-district Office has been implemented through participatory work planning, task allocation based on job descriptions, implementation of Standard Operating Procedures (SOPs), and routine supervision by management. Planning is conducted at the beginning of each year and translated into monthly and weekly work targets. Work is organized by assigning employees according to their competencies, thereby reducing overlapping tasks. During the implementation phase, the strategy is implemented through inter-divisional coordination, the use of electronic attendance, weekly evaluation meetings, and staff development through technical guidance and internal training. Supervision is carried out directly by the sub-district head and sub-district secretary through field monitoring and periodic evaluations. In general, the implementation of management strategies has gone quite well and has begun to form a more disciplined and focused work culture.

Strategy Implementation Constraints

Although the strategy has been implemented, the research found several major obstacles, namely:

1. limitations in the number and competence of human resources;
2. discipline and work motivation among civil servants is not yet evenly distributed;
3. coordination between work units is not optimal;
4. operational budget limitations;
5. inadequate work infrastructure; and
6. the understanding of strategy is not yet evenly distributed among all staff, especially new employees.

These obstacles have an impact on delays in completing certain jobs and the less than optimal

implementation of several work programs.

Impact on Civil Service Performance

The implementation of management strategies has had a positive impact on civil servant performance. This impact is evident in improved employee discipline, clearer division of tasks, accelerated administrative service processes, and increased public satisfaction. Civil servants are more focused in their work thanks to clear work targets and regular evaluations. Public services have also improved, marked by reduced waiting times and increased staff responsiveness. Furthermore, the use of standard operating procedures (SOPs) and electronic attendance have encouraged increased punctuality and accountability among officials. Overall, the management strategies implemented have contributed to improving the performance of the apparatus and the quality of public services, although it still requires strengthening of resources and supporting facilities so that the results achieved can be sustainable.

Discussion

The research results show that the implementation of management strategies at the North Mandrehe Sub-district Office has been carried out through the stages of planning, organizing, implementing, and monitoring. Work planning is carried out in a participatory manner, involving leaders and staff, and then translated into measurable work targets. Organization is carried out through the division of tasks based on job descriptions and the application of Standard Operating Procedures (SOPs) as work guidelines. These findings demonstrate that management strategies don't stop at the formulation stage but are implemented in daily operational activities. This aligns with Siagian's (2014) assertion that management strategies will have a real impact if they are implemented consistently and with commitment from all elements of the organization. Without consistent implementation, strategies will simply become administrative documents that have no impact on performance.

In terms of implementation, the study found strengthened coordination between departments, the implementation of electronic attendance, regular evaluation meetings, and staff development through technical guidance and internal training. These practices demonstrate that the sub-district office has strived to build a more focused and controlled work system. However, the effectiveness of the strategy still faces several obstacles, particularly limited human resources, low discipline among some staff, suboptimal cross-unit coordination, and budget and infrastructure constraints. These constraints reinforce Mahmudi's (2015) view that performance evaluation systems and

resource support are crucial factors in driving continuous performance improvement. Evaluations that are purely administrative in nature, without feedback and corrective action, will not significantly improve staff performance. In the context of North Mandrehe, although routine evaluations have been conducted, their implementation has not been fully based on measurable performance indicators. In terms of impact, the implementation of management strategies has been proven to have a positive influence on civil servant performance. This is evident in increased discipline, clearer division of tasks, accelerated administrative services, and increased public satisfaction. Civil servants become more focused in their work due to clear work targets and ongoing supervision. This finding aligns with the public sector performance indicators proposed by Dwiyanto (2012), namely productivity, service quality, and responsiveness.

Furthermore, the research findings support Rivai's (2015) view that employee performance is the result of an integration of ability, motivation, and a supportive management system. The management strategy implemented at the North Mandrehe Sub-district Office has improved the work system, but staff motivation and competency are still needed to ensure sustainable performance improvements. Overall, this discussion indicates that the implementation of management strategies at the North Mandrehe Sub-district Office has been quite effective in improving staff performance and the quality of public services. However, the sustainability of these results depends heavily on improving human resource capacity, optimizing inter-unit coordination, strengthening the performance-based evaluation system, and providing budgetary support and infrastructure. Without strengthening these aspects, the positive achievements may not be sustainable in the long term.

CONCLUSION

This study concludes that the implementation of management strategies at the North Mandrehe Sub-district Office has been carried out through planning, organizing, implementing, and monitoring, and has had a positive impact on improving apparatus performance. The implementation of a clear division of tasks, the use of SOPs, electronic attendance, and routine evaluations have been able to improve discipline, work effectiveness, and the quality of service to the community. However, the implementation of the strategy still faces obstacles in the form of limited human resources, low discipline among some apparatus, suboptimal coordination between units, and limited budget and infrastructure. Therefore, it is necessary to strengthen

apparatus capacity, improve internal coordination, optimize the performance evaluation system, and support work facilities so that the implementation of the management strategy can run more optimally and sustainably. Based on the research results, it is recommended that the North Mandrehe Sub-district Office improve human resource capacity through ongoing training and work discipline development to strengthen the implementation of management strategies. Furthermore, it is necessary to optimize coordination between work units and strengthen the performance evaluation system based on measurable indicators to ensure more effective strategy implementation. The local government is also expected to provide budgetary support and complete service facilities and infrastructure to support apparatus performance. For future researchers, it is recommended to examine aspects of leadership or organizational culture as additional variables to obtain a more comprehensive picture of the factors influencing apparatus performance.

REFERENCES

- Akhmad, Jaenuddin. 2012. *Manajemen Perkantoran & Bisnis*. Penerbit Lentera Ilmu Cendaka, Jakarta
- Armstrong, M., & Baron, A. (1998). *Performance Management: The New Realities*. London: Institute of Personnel and Development.
- Dwiyanto, A. (2012). *Reformasi Birokrasi Publik di Indonesia*. Yogyakarta: Gadjah Mada University Press.
- Fadli, M. R. (2021). Memahami desain metode penelitian kualitatif. *Humanika, Kajian Ilmiah Mata Kuliah Umum*, 21(1), 33-54.
- Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hughes, O. E. (2003). *Public Management and Administration: An Introduction* (3rd ed.). Palgrave Macmillan.
- Harbani. 2010. *Teori Administrasi Publik*, Alfabeta, Bandung.
- Koyan, I Wayan. 2012. *Statistik Pendidikan Teknik Analisis Data Kuantitatif*. Singaraja: Universitas Pendidikan Ganesha Press
- Mahmudi. (2015). *Manajemen Kinerja Sektor Publik*. Yogyakarta: UPP STIM YKPN.
- Moleong, Lexy. (2021). *Metodologi Penelitian Kualitatif*. PT Remaja Rosdakarya.
- Rivai, V. (2015). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. Jakarta: Rajawali Pers.
- Robbins, S. P., & Coulter, M. (2018). *Management* (14th ed.). Boston: Pearson.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia dan Reformasi Birokrasi*. Bandung: Refika Aditama.
- Siagian, S. P. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

- Siagian, S. P. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia dan Reformasi Birokrasi*. Bandung: Refika Aditama.
- Sedarmayanti. 2007. *Manajemen Sumber Daya Manusia*. Bandung: PT. Refika Aditama
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2021). *Metode Penelitian Kualitatif*. Bandung: Alfabeta
- Thabroni, G. 2021. *Metode Penelitian Deskriptif: Pengertian, Langkah & Macam*. Serupa.Id.
<https://serupa.id/metode-penelitian-deskriptif/>
- Wheelen, T. L., & Hunger, J. D. (2012). *Strategic Management and Business Policy*. Pearson Education.
- Nst, V. F. H., Isnaini, D. B. J., Supriadi, S., Syafrizal, S., & Ichsan, R. N. (2025). Model Of Human Resource Collaboration Strategy In Strengthening Msme Halal Products In The Indonesian Nias Islands. *Jurnal Ilmiah METADATA*, 7(3), 62-79.
- Ichsan, R. N., Nst, V. F. H., Supriadi, S., Syafrizal, S., & Lubis, F. P. A. (2025). Sharia principles, digital transformation, and local economy: Challenges and opportunities for Sharia cooperatives in Langkat Regency. *Jurnal Ilmiah METADATA*, 7(3), 30-41.
- Ichsan, R. N., Siregar, B. A., Suma, D., Nst, V. F. H., & Lubis, F. P. A. (2025). Halal Industry In The Fulfillment Of Sharia Maqasid: A Qualitative Study On Halal Business Actors In North Sumatra. *Jurnal Ilmiah METADATA*, 7(2), 80-97.
- Wijaya, D. M., Nst, V. F. H., & Isnaini, D. B. Y. (2025). Designing A Talent Management Strategy To Address Organizational Transformation Challenges: A Case Study of PT. Sentosa Deli Mandiri. *Moneter: Jurnal Keuangan dan Perbankan*, 13(1), 125-138.
- Nst, V. F. H., Ichsan, R. N., Supriadi, S., & Lubis, F. P. A. (2025). Edukasi Konsep Pariwisata Ramah Muslim Bagi Pelaku Usaha Pariwisata Di Kabupaten Langkat, Sumatera Utara. *Jurnal Pengabdian Masyarakat Hablum Minannas*, 4(1), 26-36.
- Nst, V. F. H., Wijaya, D. M., Azaman, A., & Nasti, N. (2025). Sustainability Performance Management Integration: A Systemic Approach In Improving The Organizational Competitiveness Of PT. Sentosa Deli Mandiri. *Moneter: Jurnal Keuangan dan Perbankan*, 13(1), 114-124.
- Nst, V. F. H., Wijaya, D. M., & Azaman, A. (2025). Pengaruh Modal Intelektual Dan Komitmen Organisasional Terhadap Kinerja Pegawai Dengan Organizational Citizenship Behavior (Ocb) Sebagai Variabel Intervening Pada Pemerintahan Kota Medan. *Jurnal Ilmiah METADATA*, 7(1), 1-15.
- Nst, V. F. H., Asmuni, A., & Anggraini, T. (2024). Review Of Fiqh Muamalah On The Forms Of Online Buying And Selling Contracts In The Tiktok Shop Application. *Jurnal Review Pendidikan dan Pengajaran (JRPP)*, 7(3), 10804-10812.
- Ichsan, R. N., Nst, V. F. H., Nasution, L., & Hutabarat, L. (2024). The effect of halal labeling on the performance of small and medium enterprise (SME) in medan city. *Jurnal Mantik*, 8(1), 421-427.
- Lubis, M. R., Ichsan, R. N., Nasution, L., Nst, V. F. H., & Lubis, D. (2024). Analysis Of Factors

- Affecting The Amount Of People's Business Credit Loans In Lubuk Pakam District, Deli Serdang Regency, North Sumatra Province. *Jurnal Ekonomi*, 13(02), 915-923.
- Nst, V. F. H., Majid, M. S. A., & Harahap, I. (2024). The Role Of Imports In Development According To Islamic And Conventional Macroeconomic Perspectives. *Moneter: Jurnal Keuangan dan Perbankan*, 12(1), 100-106.
- Devi, R. S., Lubis, M. A., Nst, V. F. H., & Sihombing, A. (2024). Persaingan Usaha Tidak Sehat Berdasarkan Undang-Undang Nomor 5 Tahun 1999 Tentang Larangan Praktek Monopoli Dan Persaingan Usaha Tidak Sehat. *Jurnal Ilmiah METADATA*, 6(1), 108-118.
- Nasution, L., Ichsan, R. N., Nst, V. F. H., & Rizkina, S. (2024). Pendampingan Akreditasi Institusi Perguruan Tinggi Di Akademi Keperawatan Hkbp Balige. *Pedamas (Pengabdian Kepada Masyarakat)*, 2(01), 113-117.
- Nst, V. F. H., Nasution, M. Y., & Sugianto, S. (2024). Relationship ushul Fiqh, Qowa'id Fiqh dan Maqashid Al-Syariah With Islamic Economy. *Jurnal Ilmiah Ekonomi Islam*, 10(1), 1017-1023.
- Nst, V. F. H., Tarigan, A. A., & Nasution, Y. S. J. (2023). Prinsip Equilibrium Perilaku Berkonsumsi Dalam Perspektif Al Qur'an Surat Al Furqon Ayat 67. *Management Studies and Entrepreneurship Journal (MSEJ)*, 4(6), 10024-10034.
- Lubis, M. R., Siregar, G. T., Nurita, C., Nst, V. F. H., & Lubis, D. (2023). Peningkatan Kesadaran Hukum Masyarakat: Memahami Perbedaan Tindak Pidana Penipuan dan Penggelapan. *Bulletin of Community Engagement*, 3(2), 261-270.
- Ichsan, R. N., Nst, V. F. H., Nasution, L., & Hutabarat, L. (2024). The effect of halal labeling on the performance of small and medium enterprise (SME) in medan city. *Jurnal Mantik*, 8(1), 421-427.
- Lubis, M. A., Siregar, G. T., Lubis, M. R., Nst, V. F. H., & Ichsan, R. N. (2023). Prosedur Jual Beli Tanah Dan Bangunan Warisan Yang Dilakukan Dihadapan Ppat (Procedure For Sale And Purchase Of Heritage Land And Buildings Carried Out Before The Ppat). *PKM Maju UDA*, 4(3), 1-13.
- Ichsan, R. N., Syahbudi, M., & Nst, V. F. H. (2023). Development of Islamic Human Resource Management in The Digital Era For MSMEs and Cooperatives in Indonesia. *IQTISHODUNA: Jurnal Ekonomi Islam*, 12(2), 497-512.
- Ichsan, R. N., Tanjung, A. M., & Nst, V. F. H. (2023). Pemanfaatan Website Online Single Submission (Oss) Dalam Kegiatan Usaha Mikro Kecil Menengah Dikota Medan Berbasis Maqashid Syariah. *Jurnal PKM Hablum Minannas*, 2(2), 57-72.
- Ichsan, R. N., Lubis, M. A., Nst, V. F. H., & Panggabean, N. R. (2023). Sosialisasi Peningkatan Usaha Mikro Kecil Dan Menengah Berbasis Manajemen Syariah Di Kecamatan Medan Area Kota Medan. *PKM Maju UDA*, 4(2), 42-49.
- Nst, V. F. H., Suma, D., Siregar, B. A., Ichsan, R. N., Panggabean, N. R., & Sibarani, J. P. (2023). Pendampingan Pemasaran Keripik Ubi Dalam Meningkatkan Penjualan Berbasis Digital Di Desa Marendal 1 Kecamatan Patumbak, Deli Serdang-Sumatera

- Utara. *Jurnal PKM Hablum Minannas*, 2(1), 45-52.
- Ammar, D., Danialsyah, D., Lubis, M. F. R., Purba, A. R., & Nst, V. F. H. (2023). Pelaksanaan Pemberian Marga Dalam Sistem Perkawinan Etnik Mandailing (Studi Di Lembaga Adat Budaya Mandailing Medan). *Jurnal PKM Hablum Minannas*, 2(1), 68-79.
- Siregar, G., Lubis, M. A., Lubis, M. R., Nst, V. F. H., & Nasution, L. (2023). Perbuatan Melawan Hukum Akibat Membangun Di Atas Tanah Wakaf (Unlawful Actions Caused By Building On The Waqf Land). *PKM Maju UDA*, 4(1), 31-38.
- Nst, V. F. H., Nasution, Y. S. J., & Siregar, S. (2024). Implementation Of Wakaf As A Tool Of Social Finance To Achieve The Sdgs In Indonesia Case Study On Indonesian Waqf Board. *Moneter: Jurnal Keuangan Dan Perbankan*, 12(3), 623-634.
- Ichsan, R. N., Nst, V. F. H., Nasution, L., & Hutabarat, L. (2024). *Buku Pelatihan Dan Pengembangan SDM*. CV. Sentosa Deli Mandiri.
- Ichsan, R. N., Nst, V. F. H., & Panggabean, N. R. (2024). *Buku Ajar Sistem Informasi Manajemen (SIM)*. CV. Sentosa Deli Mandiri.
- Ichsan, R. N., Syahbudi, M., Barus, E. E., & Nst, V. F. H. (2024). The Role Of Islamic Banking Literacy And Ease Of Use On Achieving Sustainable Development Goals And Maqashid Al-Shariah In Indonesia. *International Journal Of Economics And Finance Studies*, 16(2), 190-208.
- Ichsan, R. N., Syahbudi, M., Barus, E. E., & Nst, V. F. H. (2024). The Role Of Islamic Banking Literacy And Ease Of Use On Achieving Sustainable Development Goals And Maqashid Al-Shariah In Indonesia. *International Journal Of Economics And Finance Studies*, 16(2), 190-208.
- Nst, V. F. H., Asmuni, A., & Anggraini, T. (2024). Review Of Fiqh Muamalah On The Forms Of Online Buying And Selling Contracts In The Tiktok Shop Application. *Jurnal Review Pendidikan Dan Pengajaran (JRPP)*, 7(3), 10804-10812.
- Ichsan, R. N., Nst, V. F. H., Nasution, L., & Hutabarat, L. (2024). The Effect Of Halal Labeling On The Performance Of Small And Medium Enterprise (Sme) In Medan City. *Jurnal Mantik*, 8(1), 421-427.
- Lubis, M. R., Ichsan, R. N., Nasution, L., Nst, V. F. H., & Lubis, D. (2024). Analysis Of Factors Affecting The Amount Of People's Business Credit Loans In Lubuk Pakam District, Deli Serdang Regency, North Sumatra Province. *Jurnal Ekonomi*, 13(02), 915-923.
- Nst, V. F. H., Majid, M. S. A., & Harahap, I. (2024). The Role Of Imports In Development According To Islamic And Conventional Macroeconomic Perspectives. *Moneter: Jurnal Keuangan Dan Perbankan*, 12(1), 100-106.