

## **EMPLOYEE PERFORMANCE EVALUATION AT THE NORTH GUNUNGSITOLI DISTRICT OFFICE GUNUNGSITOLI CITY**

by

**Yatatema Zega<sup>1</sup>, Ayler Beniah Ndraha<sup>2</sup>, Palindungan Lahagu<sup>3</sup>, Odaligoziduhu Halawa<sup>4</sup>**

<sup>1.2.3.4</sup>Program Studi Manajemen Universitas Nias

Email: [Yatazega2402@gmail.com](mailto:Yatazega2402@gmail.com)

### **ABSTRACT**

*This study aims to evaluate employee performance at the Gunungsitoli Utara Sub-district Office, Gunungsitoli City. The evaluation was conducted to determine the level of employee task implementation, factors influencing performance, and obstacles faced in carrying out public service responsibilities. The study used a qualitative approach with data collection techniques such as observation, in-depth interviews, and documentation. Research informants included the Sub-district Head, Sub-district Secretary, Head of General and Personnel Sub-division, employees, village heads, and the community as service users. The research results indicate that, in general, employees have performed their duties quite well, particularly in administrative services and coordination with villages. However, several problems remain, such as suboptimal discipline, lack of initiative, limited work facilities, and an imbalance between the workload and the number of employees. Factors influencing performance include motivation, leadership, the work environment, competence, and supporting infrastructure. The main obstacles faced are limited human resources, delays in coordination between departments, uneven understanding of tasks, and limited mastery of information technology. This study concludes that improving employee performance can be achieved through strengthening the performance evaluation system, providing ongoing training, improving work facilities, and consistently fostering discipline and motivation. The research recommendations are expected to assist the Gunungsitoli Utara Sub-district Office in improving the quality of public services to be more effective, responsive, and accountable.*

**Keywords:** Performance evaluation, Employees.

## **EVALUASI KINERJA PEGAWAI DI KANTOR CAMAT GUNUNGSITOLI UTARA KOTA GUNUNGSITOLI**

### **ABSTRAK**

*Penelitian ini bertujuan untuk mengevaluasi kinerja pegawai di Kantor Camat Gunungsitoli Utara, Kota Gunungsitoli. Evaluasi dilakukan untuk mengetahui tingkat pelaksanaan tugas pegawai, faktor-faktor yang memengaruhi kinerja, serta kendala yang dihadapi dalam menjalankan tanggung jawab pelayanan publik. Penelitian menggunakan pendekatan kualitatif dengan teknik pengumpulan data berupa observasi, wawancara mendalam, serta dokumentasi. Informan penelitian meliputi Camat, Sekretaris Camat, Kepala Sub Bagian Umum dan Kepegawaian, pegawai, kepala desa, serta masyarakat sebagai pengguna layanan. Hasil penelitian menunjukkan bahwa secara umum pegawai telah melaksanakan tugas dengan cukup baik, terutama dalam pelayanan administrasi dan koordinasi dengan desa. Namun demikian, beberapa permasalahan masih ditemukan, seperti kedisiplinan yang belum optimal, kurangnya inisiatif, keterbatasan fasilitas kerja, serta ketidakseimbangan beban kerja dengan jumlah*

pegawai. Faktor yang memengaruhi kinerja mencakup motivasi, kepemimpinan, lingkungan kerja, kompetensi, serta dukungan sarana prasarana. Kendala utama yang dihadapi berupa terbatasnya sumber daya manusia, keterlambatan koordinasi antarbagian, pemahaman tugas yang belum merata, dan keterbatasan penguasaan teknologi informasi. Penelitian ini menyimpulkan bahwa peningkatan kinerja pegawai dapat diwujudkan melalui penguatan sistem evaluasi kinerja, pemberian pelatihan berkelanjutan, peningkatan fasilitas kerja, serta pembinaan kedisiplinan dan motivasi secara konsisten. Rekomendasi penelitian diharapkan dapat membantu Kantor Camat Gunungsitoli Utara dalam meningkatkan kualitas pelayanan publik yang lebih efektif, responsif, dan akuntabel.

**Kata kunci:** Evaluasi kinerja, Pegawai.

## INTRODUCTION

In the implementation of effective and efficient governance, human resources—particularly civil servants (ASN) play a very important role. Employee performance not only reflects individual capacity but also represents the image and overall performance of government institutions. Good performance will encourage improvements in the quality of public services, increase public trust, and support the achievement of governmental organizational goals. In the era of bureaucratic reform and decentralization, the demands for professionalism and accountability among civil servants have increased significantly. This is in line with Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 on the Principles of Civil Service, which emphasizes that civil servants are elements of the state apparatus tasked with providing services to the public in a professional, honest, fair, and equitable manner in carrying out governmental and development duties. The public expects public services that are fast, transparent, and responsive from government officials. Therefore, employee performance evaluation needs to be conducted periodically to ensure that every employee performs their duties and responsibilities optimally in accordance with established standards.

Performance evaluation is an important part of the public organizational performance management system, which includes planning, implementation, monitoring, and performance assessment. Through systematic and objective evaluation, organizations can identify strengths, weaknesses, and competency development needs of employees so that organizational performance can continue to improve sustainably. The sub-district (kecamatan) as a governmental unit at the local level has a strategic role in delivering public services to the community. The sub-district office functions as a government implementing body that coordinates various general governmental affairs, development activities, and administrative

services to the public. Therefore, the quality of employee performance within the sub-district office greatly determines the success of regional governance as a whole.

Gunungsitoli Utara Sub-district is one of the administrative areas in Gunungsitoli City that has its own social and geographical characteristics. In carrying out its duties, the Gunungsitoli Utara Sub-district Office is responsible for providing various public services, both administrative services and direct services to the community. The complexity of these tasks requires employees to work professionally, with discipline, and to be responsive to community needs. However, in the implementation of daily tasks, there are still various challenges faced, such as limited human resources, varying levels of employee discipline, and suboptimal internal supervision and control. These conditions indicate the importance of conducting systematic employee performance evaluations to determine the extent to which employees' duties and responsibilities have been carried out effectively and efficiently.

In addition, based on informal interviews with members of the community, several problems in administrative services at the Gunungsitoli Utara Sub-district Office were identified. Some services, such as the issuance of domicile certificates, business recommendations, and document legalization, often require more than 3–5 working days to complete, even though according to service standards they should be completed within 1–2 working days. Furthermore, attendance data show that the rate of employee tardiness over the past three months has reached approximately 20–25% per month. This condition has the potential to reduce the quality of public services and affect the level of public trust in governmental institutions at the sub-district level. The importance of employee performance evaluation is also emphasized in Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning the Performance Assessment of Civil Servants, which states that performance evaluation must be carried out objectively, measurably, accountably, participatively, and transparently. Performance assessment is not merely administrative in nature but is also part of a performance management system aimed at ensuring that every employee contributes to the achievement of organizational goals. However, in practice, the implementation of performance appraisal at the institutional level often still faces various obstacles, such as assessments that tend to be administrative, lack of comprehensive measurement instruments, and suboptimal systems of rewards and sanctions for employees. This situation indicates a gap between the established regulations and their implementation at the organizational level.

Based on these conditions, this study was conducted to evaluate the performance of employees at the Gunungsitoli Utara Sub-district Office, Gunungsitoli City, and to identify the factors influencing employee performance in carrying out their duties and providing services to the community. This research is expected to provide an objective overview of employee performance conditions and serve as a basis for formulating efforts to improve the quality of public services at the sub-district level.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance refers to the work results achieved by an individual in carrying out the duties and responsibilities assigned to them. Performance is not only measured by the final results of the work but also by the process of task implementation, which reflects the employee's abilities, skills, and work attitudes in performing organizational duties. According to Mangkunegara (2017), employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Furthermore, Robbins and Judge (2017) explain that performance is a function of an individual's ability, motivation, and opportunity to perform their work. Thus, employee performance is not only influenced by individual capabilities but also by organizational factors such as work systems, leadership, and a supportive work environment.

In government organizations, employee performance plays an important role in determining the success of public service delivery. Good performance among government officials will improve the quality of services provided to the community and support the achievement of governmental organizational goals effectively and efficiently.

### **Performance Evaluation**

Performance evaluation is a process of assessing employee work outcomes within a certain period to determine the level of employee performance achievement. According to Dessler (2017), performance evaluation is a systematic process of evaluating employee performance to determine the extent to which employees have performed their jobs in accordance with established standards. Performance evaluation has several important objectives, including improving employee work effectiveness, providing feedback on work outcomes, and serving as a basis for decision-making related to human resource development, such as promotions, training,

and rewards. In public organizations, performance evaluation also functions to ensure that every employee works in accordance with established service standards. Through objective and transparent performance evaluations, organizations can identify employees' strengths and weaknesses and formulate improvement strategies to enhance overall organizational performance.

### **Performance Appraisal of Civil Servants**

Performance appraisal of Civil Servants (ASN) is part of the performance management system in government administration. This appraisal aims to measure employee contributions to the achievement of organizational goals. Based on Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning the Performance Assessment of Civil Servants, performance appraisal is conducted by considering aspects of work results and work behavior. The performance appraisal must be conducted objectively, measurably, accountably, participatively, and transparently. It is also based on performance planning outlined in the Employee Performance Targets (Sasaran Kinerja Pegawai or SKP), which are evaluated periodically to determine the level of employee performance achievement. Through an effective performance appraisal system, civil servants are expected to improve professionalism, discipline, and responsibility in carrying out their duties as public servants.

### **Factors Influencing Employee Performance**

Employee performance is influenced by various factors originating from both individual and organizational environments. According to Mangkunegara (2017), several main factors influence employee performance, namely ability, motivation, and opportunity. Ability relates to the knowledge and skills possessed by employees in performing their work. Motivation refers to the internal drive that influences employees' work enthusiasm. Meanwhile, opportunity refers to organizational support, such as the availability of work facilities, clear work systems, and effective leadership. In addition, work discipline is also an important factor influencing employee performance. Employees with a high level of discipline tend to be more responsible for their duties and obligations, which results in better work performance.

### **Public Services in Sub-district Government Institutions**

Public service is one of the main functions of government administration. According to Sinambela (2016), public service is a series of activities carried out to fulfill the service needs of every citizen regarding goods, services, and administrative services provided by public service

providers. Sub-district governments play an important role in delivering administrative services to the community, such as issuing certificates, administrative recommendations, and coordinating governance at the village or urban ward level. Therefore, the quality of public services at the sub-district level largely depends on the performance of employees who carry out these services.

If employees perform well in delivering public services, public satisfaction with government services will increase. Conversely, if employee performance is not optimal, the quality of public services will decline and may lead to dissatisfaction among the community.

## RESEARCH METHOD

This study employed a qualitative approach with a descriptive method to analyze and evaluate the performance of employees at the Gunungsitoli Utara Sub-district Office, Gunungsitoli City. The qualitative approach was used to gain an in-depth understanding of the phenomena occurring within the government work environment, particularly related to the implementation of duties, work behavior, and factors influencing employee performance in delivering public services. The research was conducted at the Gunungsitoli Utara Sub-district Office, Gunungsitoli City. The location was selected because the sub-district office plays an important role in providing administrative services to the community.

The informants in this study consisted of six individuals, including sub-district leaders, employees of the sub-district office, and external parties who interact directly with the services provided by the sub-district office, such as village heads and community members. Informants were selected using purposive sampling, based on the consideration that they possess relevant knowledge and experience related to the research problem. Data were collected through in-depth interviews, observation, and documentation. Interviews were conducted to obtain direct information from informants regarding the implementation of duties and the challenges faced in their work. Observations were carried out to directly examine employee work activities and the service process provided to the community. Meanwhile, documentation was used to support the research data through administrative documents, archives, and reports related to employee performance.

Data analysis was conducted through several stages, namely data reduction, data presentation, and conclusion drawing. Data reduction was carried out by selecting and simplifying information relevant to the research focus. The data were then presented systematically to facilitate

understanding, followed by drawing conclusions based on the results of the analysis. Through this method, the study is expected to provide a comprehensive overview of employee performance and the factors influencing the implementation of duties and public service delivery at the Gunungsitoli Utara Sub-district Office.

## RESULTS AND DISCUSSION

The results of this study present findings regarding the evaluation of employee performance at the Gunungsitoli Utara Sub-district Office, Gunungsitoli City. The data were obtained through in-depth interviews with six key informants, consisting of the Sub-district Head, the Sub-district Secretary, the Head of the General and Personnel Subdivision, one employee, one village head, and one community member. Based on the interview results, employee performance at the Gunungsitoli Utara Sub-district Office is generally considered to be relatively good. Most employees understand the established work procedures and are able to carry out administrative tasks independently. The Sub-district Head stated that the majority of employees have demonstrated the ability to complete assigned duties and provide administrative services to the community.

However, several weaknesses were also identified. Some employees tend to show passive work attitudes, often waiting for instructions from their superiors rather than taking initiative in completing tasks. This condition affects the overall effectiveness of work processes and sometimes delays the completion of services. From the employees' perspective, they stated that they always try to provide the best possible services to the community. Nevertheless, their performance is often constrained by the imbalance between the number of employees and the increasing workload. Some employees must handle multiple responsibilities due to limited human resources, particularly during periods of high service demand or field activities.

In addition, employees reported that the lack of recognition or rewards for good performance affects their motivation. Work motivation tends to fluctuate depending on leadership style and the working atmosphere within the office. The findings also indicate that employee discipline and work motivation play an important role in determining performance outcomes. According to the Head of the General and Personnel Subdivision, employees with high attendance rates and the ability to complete tasks on time are valuable assets for the institution.

Furthermore, work facilities and infrastructure also influence employee productivity. Inadequate

office equipment, unstable internet access, and limited workspace may hinder the effectiveness of public service delivery. Overall, the findings show that although employee performance at the Gunungsitoli Utara Sub-district Office can be categorized as adequate, several aspects still need improvement, including employee competence, work systems, supporting infrastructure, and the implementation of a fair reward and sanction system.

The findings of this study indicate that employee performance at the Gunungsitoli Utara Sub-district Office is generally adequate but still faces several challenges. Employees are able to perform administrative tasks and provide public services according to established procedures, although issues such as lack of initiative, delays in service delivery, and inconsistent discipline remain. These findings are consistent with the study of Hidayat (2016), which states that public service performance in Indonesia still faces challenges related to service speed, discipline, and the responsiveness of government officials to community needs. In this context, employee performance should not only be measured by the completion of administrative tasks but also by the ability to provide responsive and high-quality services to the public.

Wibowo (2017) suggests that performance in the public sector should be evaluated using a holistic approach that includes productivity, service quality, efficiency, and user satisfaction. This concept can be applied at the Gunungsitoli Utara Sub-district Office by developing Key Performance Indicators (KPI) that focus on community satisfaction as service users rather than merely administrative outputs. In other words, the success of public services should not only be measured by the number of processed documents but also by how quickly, transparently, and conveniently services are delivered to the community. The study also highlights the importance of leadership and motivation in influencing employee performance. Employees with higher work motivation tend to be more active, responsive, and innovative in completing their tasks. Conversely, employees with low motivation often rely solely on instructions from their supervisors. This finding confirms that leadership style, reward systems, and the working environment significantly influence employee motivation and performance.

Another important factor identified in this study is the availability of supporting facilities and technological infrastructure. Setiawan (2019) emphasizes that the success of public service digitalization in local government institutions requires adequate infrastructure and human resource capacity. In the case of the Gunungsitoli Utara Sub-district Office, limitations such as manual archiving systems and unstable internet connectivity hinder the implementation of

technology-based public services. From an organizational culture perspective, Susanti (2021) notes that bureaucratic institutions often face resistance to organizational changes. This phenomenon can also be observed in this study, where employees sometimes feel overwhelmed by increasing workloads and new administrative demands.

From a practical perspective, the findings of this study provide several implications for improving the performance management system at the Gunungsitoli Utara Sub-district Office. First, the results highlight the need for additional human resources to address the imbalance between employee numbers and workload. Second, improvements in work facilities and technological infrastructure are necessary to support more efficient public services. Third, implementing a transparent reward and sanction system could improve employee motivation and discipline. More broadly, these findings support the national agenda of bureaucratic reform and public service improvement in Indonesia. Strengthening human resource management, improving service infrastructure, and adopting performance measurement systems oriented toward public satisfaction are essential steps in achieving good governance characterized by responsiveness, transparency, and accountability.

## CONCLUSION

Based on the results of the study, it can be concluded that the performance of employees at the Gunungsitoli Utara Sub-district Office, Gunungsitoli City, is generally adequate in carrying out administrative duties and providing public services to the community. Employees are able to complete assigned tasks and follow established work procedures; however, several challenges still affect overall performance. These challenges include limited human resources, varying levels of employee discipline, lack of initiative among some employees, and inadequate supporting facilities and infrastructure. These factors influence the effectiveness and efficiency of service delivery to the community. Therefore, improving employee performance requires strengthening human resource management, enhancing work discipline and motivation, and improving supporting facilities to ensure better quality public services at the sub-district level.

## REFERENCESS

- Arikunto, S. (2010). *Purposive Sampling: Pemilihan Sampel Berdasarkan Karakteristik Tertentu dalam Penelitian*. Jakarta: Rineka Cipta.
- Bernadin, J. H. dalam Rosita, T., & Tri, D. (2016). *Kriteria Kinerja: Kualitas, Kuantitas,*

- Ketepatan Waktu, Efektivitas, Kemandirian, dan Komitmen. Jakarta: PT Elex Media Komputindo.
- Dwiyanto, A. dalam Pasolong, H. (2010). Indikator Kinerja Birokrasi Publik: Produktivitas, Kualitas Pelayanan, Responsivitas, Responsibilitas, dan Akuntabilitas. Bandung: Alfabeta.
- Handoko, T. H. (2014). Faktor-Faktor yang Mempengaruhi Kinerja Pegawai. Jakarta: BPFE.
- Hasibuan, M. S. P. (2017). Kinerja: Suatu Hasil Kerja yang Dicapai Seseorang dalam Melaksanakan Tugas-Tugasnya atas Kecakapan, Usaha, dan Kesempatan. Jakarta: Bumi Aksara.
- Iskandar, M. (2019). Pendekatan Penelitian Kualitatif dalam Ilmu Sosial. Yogyakarta: Penerbit Andi.
- Kementerian PANRB. (2017). PermenPANRB No. 38 Tahun 2017 tentang Standar Kompetensi Jabatan ASN. Jakarta.
- Mangkunegara, A. P. (2015). Kinerja (Prestasi Kerja): Hasil Kerja Secara Kualitas dan Kuantitas yang Dicapai Oleh Seorang Pegawai. Bandung: PT Remaja Rosdakarya.
- Mangkuprawira, W. (2011). Kinerja Pegawai: Hasil dari Proses Pekerjaan Tertentu Secara Berencana. Jakarta: Ghalia Indonesia.
- Marwansyah. (2021). Manajemen Sumber Daya Manusia. Bandung: Alfabeta.
- Mathis, R. L., & Jackson, J. H. (2012). Kinerja: Apa yang Dilakukan atau Tidak Dilakukan oleh Pegawai. Jakarta: Salemba Empat.
- Miles, M. B., & Huberman, A. M. (2002). Analisis Data Kualitatif: Model Interaktif dalam Penelitian Sosial. Jakarta: Universitas Indonesia Press.
- Pasolong, H. (2011). Pentingnya Kinerja dalam Organisasi. Bandung: Alfabeta.
- Pemerintah Republik Indonesia. (2019). Peraturan Pemerintah No. 30 Tahun 2019 tentang Penilaian Kinerja Pegawai Negeri Sipil. Jakarta: Sekretariat Negara.
- Putra, A. R. (2019). Implementasi Balanced Scorecard dalam Evaluasi Kinerja Aparatur Sipil Negara. *Jurnal Kebijakan Publik*, 15(2), 90–98.
- Putri, A. W., & Suryadi, M. (2020). Pengaruh Evaluasi Kinerja Terhadap Disiplin dan Produktivitas Pegawai pada Instansi Pemerintah Daerah. *Jurnal Administrasi Publik*, 7(1), 15–25.
- Rikantika, A. (2014). Kriteria Kinerja Seseorang Berdasarkan 6 Aspek. Jakarta: Rajawali Press.
- Robbins, S. P. (2015). Kinerja Pegawai: Kualitas Kerja, Kuantitas, Waktu Produksi, Efektivitas, Kemandirian, dan Komitmen Kerja. Jakarta: Salemba Empat.
- Siagian, S. P. (2013). Kinerja Pegawai: Pengaruh Gaji, Lingkungan Kerja, Budaya Organisasi, Kepemimpinan dan Motivasi Kerja. Jakarta: Rineka Cipta.
- Simamora, H. (2015). Kinerja Pegawai: Untuk Mencapai Agar Organisasi Berfungsi Secara Efektif dan Sesuai dengan Sasaran Organisasi. Jakarta: Buku Kimia.
- Susanto, H. (2021). Evaluasi Kinerja Pegawai: Konsep dan Implementasi dalam Pelayanan Publik. *Jurnal Administrasi Publik*, 8(2), 112–121.
- Wahyuni, R., & Fitriani, D. (2020). Analisis Metode 360 Degree dalam Evaluasi Kinerja Pegawai pada Instansi Pemerintah. *Jurnal Manajemen dan Organisasi*, 7(1), 44–53.

- Wirawan, H. (2009). Fungsi Evaluasi Kinerja: Memberikan Balikan, Alat Promosi dan Demosi, Memotivasi, Penentuan Tujuan Kinerja, dan Pemberdayaan Aparatur. Jakarta: Salemba Empat.
- 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 Fiqih 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.