

EMPLOYEE PERFORMANCE EVALUATION IN IMPROVING COMMUNITY SERVICES AT THE SUSUA DISTRICT COMMUNITY HEALTH CENTER, SOUTH NIAS REGENCY

by

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ABSTRACT

This study aims to MEvaluating employee performance at the Susua District Health Center, South Nias Regency and finding out about services to the community at the Susua District Health Center, South Nias Regency. The problems in this study are: (1)How is the Employee Performance Evaluation at the Susua District Health Center, South Nias Regency?. (2)How is the service to the community at the Susua District Health Center, South Nias Regency?This research method uses an approachQualitative research is research that has a descriptive nature, this research tends to use analysis with data collection techniques.Observation,Interview, and Documentation. Data analysis techniques in this study use the Data Reduction, Data Presentation and Conclusion Drawing methods. Research results (1) Employee performance evaluation is very important to improve the quality of service in health centers. Effective evaluation can help identify the strengths and weaknesses of employees as a whole, so that improvements and development of the necessary skills can be made. This serves to increase productivity, quality of work services and public satisfaction. In addition, good performance can create more open communication between employees and superiors. (2) Improving services to the public can be achieved through comprehensive employee performance evaluation. And objective and transparent performance evaluation can help management in planning training and promotions. By analyzing employee performance, health centers can identify improvements and develop strategies to improve service quality. This includes improving employee skills, improving work processes, and improving infrastructure, so that it can increase public satisfaction and achieve organizational goals.

Keywords: Employee Performance Evaluation, Community Service

EVALUASI KINERJA KARYAWAN DALAM MENINGKATKAN LAYANAN KESEHATAN MASYARAKAT DI PUSAT KESEHATAN MASYARAKAT DISTRIK SUSUA, KABUPATEN NIAS SELATAN

ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi kinerja pegawai di Puskesmas Kecamatan Susua Kabupaten Nias Selatan dan mengetahui tentang pelayanan kepada masyarakat di Puskesmas Kecamatan Susua Kabupaten Nias Selatan. Permasalahan dalam penelitian ini adalah: (1) Bagaimana Evaluasi Kinerja Pegawai di Puskesmas Kecamatan Susua Kabupaten Nias Selatan?. (2) Bagaimana pelayanan kepada masyarakat di Puskesmas Kecamatan Susua Kabupaten Nias Selatan? Metode penelitian ini menggunakan pendekatan Penelitian kualitatif merupakan penelitian yang bersifat deskriptif, penelitian ini cenderung menggunakan analisis dengan teknik

pengumpulan data Observasi, Wawancara, dan Dokumentasi. Teknik analisis data dalam penelitian ini menggunakan metode Reduksi Data, Penyajian Data dan Penarikan Kesimpulan. Hasil penelitian (1) Evaluasi kinerja pegawai sangat penting untuk meningkatkan mutu pelayanan di puskesmas. Evaluasi yang efektif dapat membantu mengidentifikasi kekuatan dan kelemahan pegawai secara keseluruhan, sehingga dapat dilakukan perbaikan dan pengembangan keterampilan yang diperlukan. Hal ini berfungsi untuk meningkatkan produktivitas, mutu pelayanan kerja dan kepuasan masyarakat. Selain itu, kinerja yang baik dapat menciptakan komunikasi yang lebih terbuka antara pegawai dengan atasan. (2) Peningkatan pelayanan kepada masyarakat dapat dicapai melalui evaluasi kinerja pegawai yang komprehensif. Evaluasi kinerja yang objektif dan transparan dapat membantu manajemen dalam merencanakan pelatihan dan promosi. Dengan menganalisis kinerja pegawai, puskesmas dapat mengidentifikasi perbaikan dan mengembangkan strategi untuk meningkatkan kualitas pelayanan. Hal ini meliputi peningkatan keterampilan pegawai, perbaikan proses kerja, dan perbaikan infrastruktur, sehingga dapat meningkatkan kepuasan masyarakat dan mencapai tujuan organisasi.

Kata Kunci: Evaluasi Kinerja Pegawai, Pengabdian Masyarakat

INTRODUCTION

In an organization, performance evaluation is very important in order to improve public services. Where Performance evaluation is an important tool in efforts to improve public services, as it allows governments and related institutions to identify strengths and weaknesses in existing systems. This process involves measuring the achievement of goals, assessing operational efficiency and effectiveness, and providing feedback from the public. By conducting regular performance evaluations, public institutions can develop improvement strategies based on concrete data, allocate resources more appropriately, and design policies that are responsive to community needs. The results of performance evaluations also play a role in increasing accountability and transparency, thereby strengthening public trust in these institutions. Through this approach, public services can be continuously improved, ensuring that the public receives quality, fair, and equitable services.

According to Riyanto (2023), performance evaluation is an activity carried out by managers to evaluate employee performance and behavior and determine future policies. According to Rivai (2019: 210), performance is a complete display of an employee's work during a certain period of time or is a result or achievement that is influenced by the company's operational activities in utilizing the resources it has. So, human resource performance is an important component in determining the extent of performance achieved by human resources.

By conducting regular performance evaluations, public service agencies can identify weaknesses and strengths in the employee service system, so that they can make continuous improvements. This not only improves the quality of service received by the public, but also increases the accountability and transparency of the public service agency. Thus, performance evaluation becomes an important tool in encouraging continuous improvement in the quality of public services and creating public trust in the government.

Public services are all forms of services provided by the government or related agencies to the community with the aim of fulfilling their basic needs and rights. These services cover various sectors, such as health, education, transportation, population administration, security, and various other social services. The main purpose of public services is to ensure that every citizen can access the services they need easily, quickly, and fairly, so as to improve the quality of life of the community as a whole. In a broader context, public services also reflect the government's efforts to realize good, transparent, and accountable governance, which will ultimately build public trust in the government.

Susua District Health Center, South Nias Regency in the context of community service. This will focus on aspects such as speed of service, punctuality, responsiveness, friendliness and politeness of employees in interacting with the community, efficiency and productivity, namely the extent to which the service process can be carried out efficiently, the use of appropriate resources, and efforts to improve employee productivity in serving the community, competence and skills, namely knowledge, technical skills, and interpersonal skills will be evaluated to understand the extent to which employees have the abilities needed to provide quality services.

In government regulation No. 53 of 2013 concerning civil servant work discipline, it is regulated that the obligations that must be obeyed and prohibitions that must not be violated by every civil servant. So that with the rules and resources available, employee performance optimization can run well because this is very much needed by all elements of the bureaucracy, especially in agencies related to public services directly. This is interesting to find a way out and even the source of the problem so that services to the community at the Susua District Health Center, South Nias Regency can meet the standards and can provide good and satisfactory services to the community. However, until now the government's efforts to meet

the community's health needs have not been able to meet the community's expectations. Many members of the community complain and feel dissatisfied with the services provided by the government-owned Health Center, both in terms of examinations that are less noticed by health workers, length of service time, officer skills, facilities, and waiting time to get service.

The purpose of this research To find out the employee performance evaluation and to find out the services to the community at the Susua District Health Center, South Nias Regency.

LITERATURE REVIEW

Performance Evaluation Concept

According to Arikunto & Jabar, (2019:23), Evaluation is a process of assessing a job that refers to the criteria set according to the field of work. The results of the assessment can be used as a consideration before making a decision. According to Moehariono in Widyaningrum (2020:5) that performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization which are outlined in a strategic plan of an organization. Meanwhile, according to Costello (1994) in Rumawas (2021:25) performance is an activity of managing organizational resources to achieve organizational goals. The goal is about in general, broad in nature, without time limits and not related to certain achievements within a certain period of time. The goal is an aspiration.

Performance evaluation is a formal system used to evaluate employee performance periodically as determined by the organization. Performance evaluation refers to a formal and structured system used to measure, assess and influence job-related traits, behaviors and outcomes, including absenteeism. Performance evaluation is conducted to provide an assessment of the work results or work achievements obtained by the organization, team and individual. According to AA Anwar Prabu Mangkunegara (2005:9) in his book "HR Performance Evaluation", said that: "Employee Performance (Work Performance) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. While the definition of employee performance according to Bambang Kusriyanto quoted by Harbani Pasolong (2007:175) in his

book "Public Administration Theory" is "Employee performance is the work results of individuals in an organization.

Performance evaluation is important because it can describe the quality of a person's work and more broadly the quality of the organization. The purpose of the evaluation is to determine the achievement of the program or organizational goals whether they can run effectively or not, more specifically to see the strengths and weaknesses of a person in carrying out their duties (Abas, 2017). In this case, the available information is the basis for improving the quality of performance to be better. According to Syaiful Sagala (2011) it is important to conduct performance evaluation as an effort to deepen a person's abilities so that leaders can make appropriate career plans in the future.

The main purpose of performance evaluation is to ensure the level of success of workers as implementers of business or organizational activities. According to (Abas, 2017) there are three purposes of performance evaluation, namely:

- a. Improve skills to create added value
- b. Recognizing difficulties and weaknesses in carrying out tasks
- c. approve any projected performance improvement plans.

According to Mathias and Jakson (2006:378) in Widyanigrum (2020:21) employee performance evaluation is a systematic process to assess individual performance in an organization. There are several indicators of employee performance, namely Quantity, Quality, Constraints, Attendance, Ability.

Community Service Concept

Law No. 25 of 2009 in Rahmadana, et al. (2020:3) concerning Public Services defines public services as activities or a series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers.

According to Rahmadana et al. (2020:13), public services still have various weaknesses, including:

- a. Lack of responsiveness. This condition occurs at almost all levels of service elements, starting from the level of service officers (front line) to the level of those responsible

- for the agency. Responses to various complaints, aspirations, and hopes of the community are often slow or even ignored altogether.
- b. Lack of information. Various information that should be conveyed to the public is slow or does not even reach the public.
 - c. Less accessible. Various service implementation units are located far from the reach of the community, making it difficult for those who need the service.
 - d. Lack of coordination. Various service units that are related to each other are very poorly coordinated. As a result, there is often overlapping or conflicting policies between one service agency and other related service agencies.
 - e. Too Bureaucratic. Services (especially licensing services) are generally carried out through a process consisting of various levels, this causes the completion of services to take too long.
 - f. Less willing to listen to complaints/suggestions/aspirations from the community. In general, service officers are less willing to listen to complaints/suggestions/aspirations from the community. As a result, services are carried out as is, without any improvement from time to time.
 - g. Inefficient. The various requirements needed (especially in licensing services) are often not relevant to the services provided.

According to Dzikar (2020), to assess perceptions about the quality of public services, there are five aspects that need to be considered, namely:

1. Responsibility

Includes the willingness to help employees and provide responsive service, as well as the ability to handle consumer complaints or expectations.

2. Guarantee

Related to the ability of service providers to provide a sense of security against danger, risk, or doubt to consumers. This includes the knowledge, courtesy, and positive attitude of the employees involved.

3. Empathy

Includes the ability to pay full attention to consumer needs, facilitate effective communication, and understand individual needs.

4. Physical evidence

Includes physical elements that can be seen and felt, such as location, equipment, personnel, and information or communication environment.

5. Reliability

Related to the ability to provide services according to promises, quickly, accurately and satisfactorily.

RESEARCH METHODS

Qualitative research is a research that has a descriptive nature, this research tends to use analysis. In this research, the process and meaning are more emphasized by using a theoretical basis as a guide to focus on research based on facts in the field. This is because it is not in the form of numbers or figures, but only in the form of statements or sentences. The research variables studied by the researcher are Employee Performance Evaluation in Improving Services to the Community at the Susua District Health Center, South Nias Regency.

In qualitative research, the main instrument is the researcher himself, but then after the focus of the research becomes clear, it is possible to develop a simple research instrument, which is expected to complete the data and compare it with the data that has been found through observation and interviews, (Sugiono, 2020). In this study, the main instrument is the researcher himself, besides that the instruments used are data obtained from interviews, observations, and documentation.

Data analysis in qualitative research is carried out before entering the field, namely through preliminary studies or pre-research, to determine the focus of the problem. This is in line with the Miles and Huberman model in Sugiyono (2019: 246) which states that data analysis in qualitative research is carried out interactively. Researchers have analyzed respondents' answers during interviews. If the answers interviewed after being analyzed are not satisfactory, the researcher will continue the questions again until a certain stage, data is obtained that is considered credible.

RESEARCH RESULTS AND DISCUSSION

Employee Performance Evaluation at Susua District Health Center, South Nias Regency

Employee performance evaluation at the Susua District Health Center, South Nias Regency is an important process to ensure that employees can provide quality services to patients or the community. In the interview results, it was seen that the quality of employee work provided many positive things. The Susua Health Center is known to be friendly and responsive in helping patients and the community. Positive responses from employees indicate that they are satisfied with the services provided. However, there are several areas that require more attention to achieve better standards, such as increasing the speed of public complaints, both administratively. This is important so that every patient or community gets maximum attention and feels appreciated.

"Analysis of Training Effectiveness on Employee Performance" it is about continuous training and periodic evaluation being the key to improving employee performance. according to (Supranto, 2011) Patient satisfaction is the patient's perception that their expectations have been met, optimal results have been obtained for each patient and health services by taking into account the abilities of the patient and their family, attention to their family, attention to the patient's needs, physical environmental conditions, and responses to patient needs so that there is the best possible continuity between satisfaction and results.

Service quality is a central point for health service providers because it will affect customer satisfaction, customers will feel satisfied if they get the best quality service. Performance must be in accordance with patient expectations which include timeliness of service, which is given equally to all patients without error, a sympathetic attitude, and with high accuracy (Masitohet al., 2019).

Community Services at the Susua District Health Center, South Nias Regency

Community service at the Susua District Health Center, South Nias Regency has become the main focus in supporting the community, especially in providing the closest health services. The work commitment of employees in achieving the goals of the Susua Health Center shows mixed results. Many employees show seriousness and dedication in providing good services to patients and the community, while several challenges still need to be overcome so that all employees can contribute optimally. Quality services require good human resource performance (Asmi and Haris, 2020). This includes various aspects that describe the

effectiveness, efficiency, and quality of services provided by the health system. Some indicators commonly used to measure health service performance include accessibility, safety, effectiveness, efficiency, patient satisfaction, equity, and continuity of care. This is stated in various government regulations and policies which are then used to measure service performance in various sectors including health services.

Based on research on employee performance evaluation in improving services to the community at the Susua Health Center, South Nias Regency, it shows that employee performance has a major influence on the quality of services received by the community. Several factors that inhibit employee performance in community services at the Susua Health Center include:

1. Lack of resource competence: resource competence such as skills, knowledge and attitudes of employees, greatly affect their performance in providing services to the community. According to the theory of Puspitasari & Bendesa (2016) One of the factors that determines public satisfaction is the quality of public services received. Employee competence in the medical and non-medical fields determines how good the service of the Susua health center is and improving employee skills will produce more efficient and effective services.
2. Lack of Leadership Support: Leaders can motivate employees and create a productive work environment. Effective management also plays a role in resource management and work supervision. According to the theory Dirham (2019) effective leadership is by utilizing cooperation with its members to achieve organizational expectations with the hope that leaders will get a lot of help in terms of thoughts, spirit and energy from their members in the process of delegating and solving problems that will be faced. The head of the Susua Health Center must improve employee motivation and performance and create a better work culture at the Susua District Health Center, South Nias Regency.
3. Lack of facilities and infrastructure: adequate facilities and infrastructure such as complete medical equipment and building conditions greatly support the smooth running of employee duties in providing services, with adequate facilities and infrastructure and supported by the creation of a clean, beautiful, neat and pleasant

environment so that it can meet the expectations or needs of patients which can ultimately provide satisfaction to patients or the local community. This is according to Kotler's theory (2000) which explains that satisfaction is a person's feeling after comparing the performance or results felt compared to their expectations. has an impact on the Susua Health Center and its employees in providing faster and more effective health services due to the support of adequate facilities.

4. Lack of evaluation assessment: employee performance evaluation assessment is very important to ensure that the quality of service is maintained. According to Mangkunegara's theory (2016), performance evaluation or work performance appraisal is a process used by leaders to determine whether an employee is doing his job in accordance with his duties and responsibilities. The performance evaluation of employees at the Susua Health Center is very influential in improving the quality of work and how effective and efficient the health center services are.
5. Lack of time discipline: lack of discipline can create individuals who can understand and distinguish between things that should be done, must be done, or things that should be prohibited from being done. According to Sutrisno's Theory (2017), work discipline is a person's behavior that adapts to regulations, applicable work procedures or discipline is the attitude, behavior and actions of the organization. In evaluating employee performance, it will help the health center management to identify existing problems and design solutions that can improve employee performance discipline in improving services.

CONCLUSION

Employee performance evaluation is very important to improve the quality of service in health centers. Effective evaluation can help identify the overall strengths and weaknesses of employees, so that improvements and development of necessary skills can be made. This serves to increase productivity, quality of work services and community satisfaction. In addition, good performance can create more open communication between employees and superiors. Improving services to the community can be achieved through comprehensive employee performance evaluation. And objective and transparent performance evaluation can help

management in planning training and promotions. By analyzing employee performance, health centers can identify improvements and develop strategies to improve service quality. This includes improving employee skills, improving work processes, and improving infrastructure, so that it can increase community satisfaction and achieve organizational goals.

Susua Health Center needs to improve evaluation based on actual employee performance, such as target achievement, quality of work, and ability to work together. Training and improving employee competency to improve the quality of service to the community, it is important to provide continuous training for employees in terms of communication skills, problem solving, and knowledge of effective service procedures.

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