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## Strategic Human Resource Development For Regional Secretary Apparatus Enhancement In The Maros District: An Analytical Study

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**Abstract.** *This study discusses human resources development in improving the performance of the regional secretariat apparatus in the Maros Regency. This descriptive research provides an overview and explanation of human resource development strategies to enhance apparatus performance at the Regional Secretariat Office of Maros Regency. The results of the Human Resource Development Strategy research were carried out through 3 steps: employee recruitment, Placement, education, and training (Training). These three steps are well implemented, even though they could be better in that action needs to be taken toward Improvement. And the factors that influence Human Resource Development, namely Leadership, Work Environment, and Budget.*

**Keywords:** *Development of human resources, leadership, Improvement*

### BACKGROUND

Human Resources (HR) is the principal potential for implementing regional autonomy and development. Development is the implementation of activities that have been planned to achieve the welfare of people's lives. The most fundamental problem still needs to improve human resources capable of managing the development of various sectors based on society's social, economic, and cultural needs, especially under the pressure of global economic competition. The autonomy area is understood in a narrow sense, both in theoretical and practical arrangements, such as the assumption that regional autonomy is only a matter of achieving regional independence in financial management and household affairs. Departing from this view and associated with the implications of implementing Law Number 22 of 1999 concerning Regional Government and Law Number 25 of 1999un 1999 regarding the Financial Balance between the Central and Regional Governments, it is not so surprising that the focus of local government attention recently has been more on calculate the "profit" that will be they get and the amount of "authority that the centre will hand over to the regions."

When you look at the Context of regional interests, understanding autonomy Regions should need to be placed in a proportional framework and point of view, where the implementation of regional autonomy basically must be able to provide optimal service to all elements of society, which ultimately leads to the realisation of the welfare of the local community. Therefore -because -it implementer regional autonomy, according to Fethullah (2000:2), paling will not require several supporting elements, including:

- a. Qualified Human Resources who can manage the resources and potential of the area they have.
- b. The functioning of institutions that work according to their roles and functions (such as executive, legislative, and other institutions).
- c. Upholding the rule of law (law enforcement) in implementing regional autonomy.

Humans can turn opportunities for autonomy into realities that bring prosperity to their citizens. But only qualified and competent human beings can do it. Humans who are unsuitable and not skilled will threaten autonomy and harm the area concerned.

Based on the background of the problem, the problem can be formulated in the form of research questions as follows:

1. How does the human strategy increase apparatus performance at the Regional Secretariat Office of Maros Regency?
2. Factors What influences human resource development strategy to improve apparatus performance at the Regional Secretariat Office of Maros Regency?

#### **Research Objectives**

1. Know the human resource development strategy to improve apparatus performance at the Regional Secretariat Office of Maros Regency.
2. To find out what factors influence the peng strategy human resource development to improve apparatus performance at the Regional Secretariat Office of Maros Regency.

## **RESEARCH METHODOLOGY**

### **A. Type of Research**

This descriptive study intends to give an overview and explanation of the sourcing development strategy of Power human beings to improve apparatus performance in the Office Secretariat Maros Regency area. And those factors influence strategy source development human resources to strengthen apparatus performance at the Regional Secretariat Office of Maros Regency. Primary research surveys. The use of survey research methods is to obtain facts from the existing phenomena in seeking factual information about the social, economic, or political institutions of a group or an area (Nasir,2019:65).

### **B. Research Locations**

The location used in this study was the Regional Secretariat Office of Maros Regency. The choice of location for this research was since this research location was the research area itself, so data collection was relatively easy.

### **C. Population and Sample**

#### a. population

The population of this research is all officers/employees who work at the Regional Secretariat Office of Maros Regency, which consists of several work units with 219 employees.

#### b. Sample

The study used a sample that is expected to be a representative population. Retrieval technique sample, which is a technique that uses proportionate stratified random sampling, because members/elements of the people in this study are proportionally stratified and not homogeneous, sizing technique sample by using the Krejcie table for an error rate of 5%, the total population is 219 people, the number of samples 80 people (Sugiyono: 2002.65). Furthermore, in-depth interviews were conducted with key informants to complete the data obtained through distributing questionnaires. The determination of critical informants is based on the fact that the person concerned knows, understands, and can provide answers regarding various matters relating to this research. The informant involved as follows:

1. Regent of Maros Regency
2. Regional Secretary of Maros Regency

3. Chief Bappeda Maros
4. Heads of agencies and bureaus
5. Chairman of the DPRD Maros Regency

#### **D. Types and Sources of Data**

The type of data used in this study consists of two data sources as follows:

##### a. Primary data

Primary data is obtained directly from respondents and informants at the research location through questionnaires, interviews, and Observation.

##### b. Secondary data

Secondary data is data that already exists at the research location, which can be in the form of documents related to the problems to be studied, the literature, and research reports.

#### **E. Data Collection Techniques**

To obtain data in the field, especially primary data in this study, the following data collection techniques were used:

- a. A questionnaire (questionnaire) contains a series of written questions regarding a problem or area to be studied to obtain information from respondents.
- b. Interview is a data collection technique used through interviews free for the informants to dig further against the research indicators.
- c. Observation is a data collection technique used through direct Observation of the observed object.

## **RESEARCH RESULTS AND DISCUSSION**

### **A. Employee Recruitment Human Resources Development**

Recruitment is procuring personnel capable of filling the existing formations (positions). This process is very decisive for the further development of apparatus because if, in the recruitment process, people with high abilities can be accepted, who follow job specifications and are following performance standards, then in its application, it will produce high work productivity so that it will develop the organisation. On the other hand, if the recruitment function goes wrong within the organisation, it will be fatal and burden the organisation in the long term because terminating officials is not accessible.

The role of the regional Government in recruiting provincial civil servants is currently very dominant, covering all recruitment activities. Local Government has a role starting from the mere plan and determining the formation to be accepted, up to its implementation and evaluation.

In implementing employee recruitment and operationalisation, the government authority of Maros Regency completes maintenance. Thus, for some, it is difficult to assume that the role of the local government bureaucracy is so central in determining and determining which applicants are accepted—the results, which in essence, still doubt the purity of the process of employee reception.

A detailed explanation of the role of the bureaucracy in employee recruitment activities in full is presented through the implementation research as follows:

- a. Planning
- b. Announcement
- c. Filtering
- d. Appointment
- e. Employee Placement
- f. Education and Training (Training)

It is essential to develop apparatus resources through education and training (training) to improve apparatus capabilities, especially officers at the Regional Secretariat of Maros Regency. In article 1, paragraph (1), the regulation of the Government of the Republic of Indonesia number: 101 of 2002 concerning education and training civil servant positions, It is stated that: education and training for civil servant positions in the future, referred to as education and training (movement), is the process of organising teaching and learning in the framework of increasing the capabilities of civil servants.

Based on government regulations, it is seen that the implementation of education and training for officials has the following objectives: specific goals, namely to increase knowledge, expertise, and skills as well as attitudes to be able to carry out the duties of a position professionally based on the personality and ethics of civil servants, creating officials who can act as reformers and adhesive for national unity and unity, strengthening the attitude and spirit of service-oriented service, protecting and empowering the community, and creating a shared vision and dynamic mindset in carrying out government tasks general and development with the realisation of good governance.

Efforts to develop apparatus resources are implemented through maintenance series of education and training (training) in functional, structural, and technical training. For That, in the development of professional and competent personnel resources following the demands of positions at the Regional Secretariat of Maros Regency, is to carry out PNS training through:

Functional (Training) Functional education and training can be carried out to develop and improve the ability of officials to carry out tasks that will be and are being carried out temporarily. Apparatuses who are being prepared and temporarily occupy significant positions to be included in training so that they can understand, appreciate and understand their functions and duties to produce quality work that is effective and efficient.

Response respondents regarding the implementation of education and exercise available showing that respondents tend to opinion "implementation of functional education and training are sufficiently carried out," i.e., 97 people or 69.29%, eight people or 5.71% responded "very sufficiently carried out," 20 people or 14.29% said "not sufficiently implemented," and 15 people or 10.71% who said the implementation of training was "not sufficiently implemented."

#### **Education and Training (Training)**

Structural/leadership, The training structure in the apparatus environment is a tool to develop the apparatus regarding career and achievements, work, and ability. Structural/leadership training is conducted for officials who will be prepared or temporarily occupy a leadership position in a work unit. The results of research on Respondents' Responses Regarding the Implementation of Structural/Leadership Education and Training show that the implementation of structural/leadership training for officials at the Regional Secretariat of Maros Regency has been sufficiently implemented, namely 92 people, or 65.71% of respondents, who gave sufficient responses, nine people, or 6.43% who said significantly enough, 32 people or 22, 86% said it was not enough and seven people or 5% said the implementation was not enough.

#### **Technical Education and Training (training).**

Technical training is carried out to develop apparatus by increasing their technical skills and abilities according to their respective fields of work. Research shows that education and training technical work at the Regional Secretariat of Maros Regency still

needs to be implemented. Know the respondents' responses regarding the implementation of specialised training can be seen in the following table:

The results of the research above regarding Respondents' Responses Regarding the Implementation of Technical Education and Training show that technical training at the Regional Secretariat of Maros Regency still needs to be implemented. Namely, several 90 people, or 64.29%, who responds is not implemented,

Five people, or 3.57%, responded very sufficiently, 35 people, or 25%, responded adequately, and ten people, or 7.14%, responded insufficiently. From the results of research on Respondents' Responses to Increasing the Knowledge and Skills of Officials who have Participated in Education and Training, it shows that officials who have Already followed education and training will increase their knowledge and skills because 117 people, or 83.57% of respondents, give an increase. Meanwhile, those who said it had significantly increased were 17 people or 12.14%, less had risen by four people or 2.86%, and those who said it had not increased were two people or 1.43%.

#### **Development of Apparatus Resources Through Non-training**

Realise the magnitude of the influence of education on smooth work, one of which is done to develop the employees of the Regional Secretariat of the Maros Regency through an increase in formal education. Most officers' traditional educational background is only Lan Schoolmillion Upper Level (SLTA). The research results on the education level shows that apparatus Secretariat Most of the Maros Regency area has a formal high school education (125 people out of 219 officials). The more complex the implementation of the apparatus tasks and the progress achieved resulted in the formal education of the current instrument (junior high school, high school) still needs to support the implementation of the main tasks. For this reason, the apparatus career development is carried out through Improvement in education is urgently needed.

Responses to the Number of Officials Participating in General Education It is known that regarding the statement regarding the number of officials attending general education, most of the respondents gave insufficient responses, namely 95 people or 67.86% of respondents who gave inadequate responses were 22 people or 15.71%; respondents who gave sufficient answers, several 17 people, or 12.14%; and only six people, or 4.29%, gave adequate responses.

From the interviews, it is known that the lack of officers participating in general education as an effort to develop officers is caused by several things as follows:

1. Daily work volume is enormous, so the opportunity apparatus is limited to melado education.
2. The quality of the apparatus still needs to improve, so the permits given if the appliance is issued permission need to be fixed.
3. The apparatus cannot finance education because the education funds provided are limited in number.

The three factors above are severe obstacles, so currently, the development of apparatus through formal education needs to be carried out properly, which in turn has affected the increase in the performance of the instrument.

## **B. Factors Affecting Human Resource Development**

### **1. Leadership**

As explained in chap, the leadership referred to in this study is behaviour that influences subordinates to achieve organisational goals. Therefore, a leader is required to show exemplary leadership behavior to their associates.

### **2. Leader Attention**

From the research results on Leaders' Attention to Employee Work, it can be analysed that as many as 110 respondents, or 78.57% of the 140 respondents, answered that office leaders pay attention to each employee's work, so that answer is the highest. The attention given by the leadership is manifested in the form of motivation toward work. The table following will show the reason. The administration provides them with the creation of employees.

#### **a. Leadership Motivation Against Employee Work**

From the results of research on motivation leadership of employees' work is known that 105 or 75% of respondents from 140. respondents said office leaders always motivate the work performed by employees. With this motivation, I expected employees to get me to do an excellent job to achieve the company's goals optimally.



### **b. Communication with Employees About Work**

From the research results on communication with employees about work, it is known that 101 respondents, or 72.14% of 140 respondents, answered that office leaders always maintain good communication relations with their employees. While 33 respondents, or 23.57%, express leadership very often communicate with employees.

The communication relationship between leaders and employees is aimed at increasing employee work productivity. Therefore, leaders are required to be able to provide instructions or directions to employees about the work they do. The following table shows the respondents' answers about the role of the leader in increasing employee work productivity through instructions given to employees.

### **c. Provision of Instructions in Upgrades PE Productivity device**

From the results of research on giving Instructions for increasing employee productivity, It is known that 107 respondents, or 76.43% of 140 respondents, stated that office leaders always provide instructions for increasing work productivity. Matter This shows that the efforts of the leadership to establish communication links through the instructions given to improve employee work productivity are intensely felt, especially in increasing worker effectiveness. Besides that, the administration tries to create cooperative relationships among employees.

### **d. Cooperation Relations**

Leadership With Employees From the results of research on cooperative relations between leaders and employees, it is known that 55 respondents, or 39.29% of respondents, answered that office leaders very often create collaborative relationships in the employee's work environment, and 85 respondents, or 60.71%, the respondents answered leader often creates cooperative relationships in the work environment. From the results of direct Observation of researchers, meet employees who need help building collaborative relationships in the employee work environment due to, among other things, differences in educational background and skills possessed by employees.

### **e. Leadership Guidance**

From the research results regarding leadership instructions, it is known that 48 respondents, or 34.28% of the 140 respondents, acknowledged that office leaders very often provide instructions on work difficulties. As many as 90 people, or 64.29%, say often. Besides that, there were still two respondents, or 1.43%, who answered less

frequently. After further investigation, it was found that the respondents who stated that they were not often given instructions on work difficulties were employees who needed special attention from the leadership. Thus, this problem will not spread to other employees, which in the end would be annoying productivity employee work. Besides that, leaders need to supervise the work carried out by employees.

#### **f. Supervision Leadership Against Employee Work**

From the research on supervisory oversight of employees' work, it is known that 49 respondents, or 35% answered that the official leadership is very often stage supervising the work of employees, and 80 people, or 57.14%, said that the administration is continually overlooked. Only 11 people, or 7.86%, said supervision was only sometimes done. Good management from the leadership will reduce the occurrence of deviations from the actions of employees.

Ideally, supervision is part of the leadership functions, and it must be implemented to optimise the achievement of company goals. Therefore, with the supervision carried out by the leadership, employees should not feel a burden or a prohibition to act, but as much as possible, must be accepted and followed by compliance with existing rules. Thus, supervision is expected to create pleasant working conditions for employees.

#### **g. Warning to employees who do not complete their duties properly**

On basically in the mail do the job Employees are required to work correctly. However, it is undeniable that in doing any work, mistakes or errors are not spared. Therefore, it is necessary to be given action from the leadership either reprimand or warning to employees who do not complete their work assignments well. The results of the respondents' answers about warning the employee are following.

From the results of research regarding employee reprimands for those who do not complete the task correctly, It is known that 35 respondents, or 25% of respondents, answered that office leaders often gave warnings if employees did not meet the work correctly, 85 respondents, or 60.71%, often said 18 people, or 12.86%, and there were two respondents or 1.43% who answered that they did not usually receive a reprimand from the leadership.

#### **h. Leadership Assessment of Employee Performance**

The research results regarding employee performance assessment show 62 respondents or 44.29% of 140. Respondents answered that office leaders very often assess employee performance; as many as 73 respondents, or 52.14%, said repeatedly, and only five respondents, or 3.57%, said not often. Proves that the problem of employee performance gets the attention of the leadership. Because the performance appraisal means that every job done by the employee receives a specific rating so that the employee will be motivated to continue to improve work performance even better.

Based on the findings, the research results show that the leadership behaviour in the Maros district secretariat office is good. However, improvements are still needed to improve leadership behavior so that leadership behavior can be even better. Therefore, the success of a leader is determined by their behavior. Leadership in the Context of employee work productivity and employee job satisfaction.

#### **i. Work Environment**

The success of an organization in achieving its goals is also primarily determined by the environment or organizational climate because the corporate environment is critical, along with the importance of human values in the organization. A healthy organizational environment is a long-term proposition. Therefore, a manager believes the corporate environment or climate is an asset. Implicitly the corporate environment directly influences the formation of performance to create employee job satisfaction.

Please find out the organizational environment at the Maros district's regional secretariat. It can be seen from various indicators, including facilities and infrastructure, cooperation or relationships between fellow employees, and relationships between superiors/leaders his subordinates.

The description of the work environment indicators, in this case, the availability of facilities and infrastructure in the Maros district regional secretariat office, can be seen from the following research results:

#### **j. Response Respondent Against Means and Infrastructure Available at the Regional Secretariat Office of Maros Regency**

From the research results on respondents' responses to the facilities and infrastructure available at the secretariat office, it is known that. The majority of respondents said that the facilities and infrastructure available at the Maros district

regional secretariat office were supportive, namely as many as 79 people or 56.43%, who speak very supportive as many as five people or 3.57%, as many as 49 people or 32.14% said they did not support it. As many as 11 people, or 7.86%, said they did not help it.

Based on the results of interviews and observations made, it was found that the existing facilities and infrastructure were already supportive, but with the relocation of the regency capital in Pasar Wajo, the facilities in the form of facilities and infrastructure became obstacles because until now these facilities had not been fully moved to a different work location. New.

A description of the work environment indicators, in this case, the working relationship between employees and other employees at the Maros district regional secretariat office, can be seen from the following distribution of respondents:

**k. Response Respondents Against Work Relations Between Fellow Employees at the Regional Secretariat Office of Maros Regency**

From the results of research on respondents' responses to the working relationship between fellow employees at the regional secretariat office, it can be seen that the working relationship between fellow employees at the office Secretariat. The area of Maros Regency is good, and this is according to the distribution of the answers given by respondents, of which 53 people, or 37.86%, were They said it was perfect, and as many as 87 people or 62.14% said it was good.

Furthermore, the distribution of respondents according to the working relationship between leaders and employees at the regional secretariat office of Maros Regency can be seen in the following table:

**l. Response Respondents About the Relationship Between Leaders and Employees Regional Secretariat Office of Maros Regency**

Respondents' Responses About the Relationship Between Leaders and Employees At the Regional Secretariat Office of Maros Regency, the relationship between the leadership and the employees below them is good. This can be seen from the distribution of answers given by respondents, where there were 55 people, or 39.29% of respondents, who said it was perfect, and 85 people who said it was good, or 60.71% of the respondents.

Harmonizing relationships between subordinates and leaders is a supporting factor in a goal-achievement organization. However, based on findings in the field, this good relationship did not occur entirely because of friction between leaders and subordinates in several parts of the Regional Secretariat of Maros Regency.

#### **m. Budget**

Besides Leadership and environmental Work, which influence Human Resource development, other factors that influence the outcome of Human Resources are the budget factor available for implementing the development program. The budget as a document seeks to reconcile program priorities with projected sources of revenue. The budget here incorporates an announcement of the organization's activities or objectives for a specified time with information about the funds needed for those activities or to achieve those goals. The influence of the budget on Human Resource Development at the Regional Secretariat Office of Maros Regency research has been carried out, and the results of this research can be seen in the following research results.

#### **n. Response**

Respondents About the Influence of the Budget on Human Resource Development at the Regional Secretariat Office of Maros Regency.

From the results of research on Respondents' Responses About the Effect of Budget on Human Resource Development, it can be seen that the budget dramatically influences the development of Human Resources at the Regional Secretariat Office of Maros Regency, which can be seen in the distribution of answers given by respondents, namely as many as 57 people or 40.71% Which say very influential and as many as 83 people or 59.29% said the budget affected the developer human Resources wishful thinking.

However, the large allocation of funds for the development of Human Resources at the regional secretariat office of the Maros district was not sufficient, and this can be seen from the distribution of respondents' answers to the following research results:

#### **o. Response Respondents About the Amount of Allocation of Funds for Human Resource Development at the Dareah Secretariat Office, Maros district**

From the results of Research Respondents' Responses About the Amount of Allocation of Funds for Human Resource Development at Kantor Secretariat Dareah Maros district, it can be seen that the majority of respondents said the allocation of funds

for the development of Human Resources at the Maros Regency Regional Secretariat office was inadequate. Namely, as many as 107 people, or 76.43%; as many as 23 people, or 16.43%, said it was adequate; one person, or 0.71%, said it was sufficient; and as many as nine people, or 6.43%, said that the allocation of existing funds for the development of Human Resources was inadequate.

From the data obtained during the study, researchers got data that the allocation of funds for the development of Human Resources for the district of Maros every In fact, attention has been received every year which is packaged into two packages, namely Human Resources development funds for employees and development funds Human Resources For general students who are the priority scale are those who take education in the postgraduate program.

To get data regarding allocations, Resources development fund Human Resources, and distribution patterns, then the researcher conducted several interviews and distributed questionnaires; the results of this study can be seen in the following research results:

### **Response Respondent About Appropriate Use of the Allocated Budget For Human Resource Development**

From the results of research on Respondents' Responses About the Appropriate Use of the Budget Allocated For Development Source Human Resources, it appears that several respondents said that the allocation of development funds for human resources that are suitable for use with the Human Resource Development program are appropriate, namely as many as 115 people or 82.14%, as many as two people or 1.43% who say they are very suitable and as many as 23 people or 16.43% who say they are not appropriate.

However, based on the results of interviews and observations in the field obtained, the allocation of funds for resource development Human Power indeed already has a clear post in the Articles Regional Expenditures (APBD). Still, the disbursement process needed to be carried out objectively; what happened was the proximity factor that became the determinant for those who received the funds.

## **CONCLUSIONS AND SUGGESTIONS**

### **A. Conclusion**

Based on the results of the research and revisions that have been described in the previous chapter, it can be concluded that:

1. Human Resource Development Strategy is pursued through 3 steps: Recruitment, Placement of employees, Education, And Training (Training). These three steps are well implemented, even though they could be better in that action needs to be taken toward Improvement.
2. Factors that influence Human Resource Development, namely Leadership, work environment, and Budget. This study's leadership and work environment factors are suitable, but the Budget for Human Resource Development needs to be revised.

### **B. Suggestions**

The results of the following research, some suggestions are put forward that can be taken into consideration to improve the performance of apartments at the Regional Secretariat of Maros Regency:

1. It is hoped that the pattern of recruitment and Placement of employees is genuinely based on the needs and abilities of employees as well as providing more learning opportunities for apparatus to achieve better performance.
2. By looking at the work performance of existing employees, it seems sufficient. They must be continuously maintained and pay attention to possibilities that can reduce good work performance. Therefore, employee performance must be a severe concern of the Maros Regency government.

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