

Recruitment Process Strategy for State-Owned Enterprises (SOEs) Employees through Social Media in Aceh

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ABSTRACT

This study is motivated by the increasing use of social media in employee recruitment, especially in State-Owned Enterprises (SOEs), which are still perceived as bureaucratic and less adaptive to digital transformation. This study aims to analyze recruitment strategies of SOEs in Aceh using social media. The research applies a descriptive approach with a qualitative–quantitative design, utilizing SWOT analysis supported by Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. Data were collected through interviews, questionnaires, observations, and documentation involving HR managers, applicants, and academic experts. The results show that the IFE score is 2.88 and the EFE score is 2.70, indicating that SOEs are in a growth (SO) strategy position. The main strengths include strong reputation and effective use of social media, while weaknesses relate to limited digital skills and inconsistent recruitment content. Opportunities arise from high internet penetration and the growing number of young job seekers, while threats include competition from the private sector and job vacancy hoaxes. This study concludes that social media-based recruitment strategies are effective but require strengthening of digital capabilities and content consistency. The implication of this research highlights the importance of digital employer branding and improving HR competencies to enhance recruitment effectiveness.

Keywords: Recruitment Process Strategy, State-Owned Enterprises (SOEs), Social Media, SWOT analysis

INTRODUCTION

Based on data from the Indonesian Internet Service Providers Association (APJII), internet penetration in Indonesia reached more than 78% in 2024, dominated by users aged 18–35 years. This indicates that social media has become a strategic platform for recruitment, particularly in attracting millennial and Generation Z candidates. Employee recruitment is a crucial function in human resource management that significantly impacts the quality and competitiveness of an organization (Yusuf et al., 2024). In the digital era, social media has become a strategic channel in the recruitment process, as it can expand candidate reach, increase engagement, and reduce costs compared to traditional methods (Soeprapto et al., 2024). Global companies and state-owned enterprises (SOEs) in Indonesia are increasingly utilizing social media platforms such as LinkedIn, Instagram, and Twitter to attract young talent, including in regions like Aceh, which have significant demographic potential.

SOEs, as strategic entities in Indonesia, play a vital role in providing employment and supporting national development (Zaraswati et al., 2017). However, SOE recruitment processes are often perceived as bureaucratic and less adaptable to digital technology developments (Larasati, 2023). Therefore, the implementation of social media-based recruitment strategies requires further investigation to address the challenges of global competition while attracting the interest of millennials and Generation Z, who currently dominate the labor market (Seto et al., 2024a).

Social media serves not only as a promotional tool but also as an employer branding tool, helping to build a positive company image (Simanjuntak et al., 2024). Research shows that Companies that actively use social media for recruitment can improve the

quality of applicants and expedite the selection process (Achsa et al., 2022). In the Aceh context, this is crucial because job competition is relatively high, while limited formal employment remains a significant challenge.

To formulate an effective strategy, it is necessary to analyze both the company's internal and external environments. The SWOT (Strengths, Weaknesses, Opportunities, and Threats) approach provides a systematic framework for identifying key factors that influence recruitment strategy (Widyawan et al., 2024a). The SWOT analysis is then strengthened through the use of Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to assess the weight and rating of each strategic factor, resulting in a more accurate strategic positioning (Lestari et al., 2018).

Several studies have demonstrated the effectiveness of IFE–EFE in strategy formulation across various sectors, including tourism, energy, and transportation (Yusuf et al., 2024); Alam et al., 2024a). In the context of human resources, this method is used as a relevant analysis to assess an organization's readiness to face changes in digital technology and modern recruitment trends (Aulia et al., 2023). The use of a SWOT analysis, supported by IFE-EFE, enables organizations, including state-owned enterprises (SOEs), to formulate sustainable, adaptive, and data-driven recruitment strategies.

Furthermore, digital transformation in recruitment is closely related to increased transparency and public trust. As state-owned enterprises, SOEs are required to uphold the principles of good corporate governance, including those related to employee recruitment (Widyawan et al., 2024b). Utilizing social media can increase the transparency of the selection process, reduce discriminatory practices, and expand access for candidates from diverse backgrounds (Hambali et al., 2022). This aligns with the government's vision of strengthening the inclusiveness and professionalism of the national workforce.

This study focuses on the strategy of social media recruitment processes for SOE employees in Aceh, utilizing a SWOT analysis supported by IFE and EFE. Aceh was chosen because of its unique socio-economic characteristics, with a growing number of university graduates annually, yet limited formal employment opportunities (Hatta & Harsono, 2019). Thus, this research is expected to provide practical contributions to state-owned enterprises (SOEs) in formulating more effective recruitment strategies, while enriching the academic literature on digital HR management in Indonesia.

Specifically, this research aims to: (1) identify the internal strengths and weaknesses of SOEs in utilizing social media as a recruitment tool; (2) explore external opportunities and threats that influence the implementation of this strategy in Aceh; and (3) formulate an optimal recruitment strategy based on the results of a SWOT analysis using the IFE and EFE matrices. Through these objectives, the research is expected to serve as a reference for SOE HR managers in improving the effectiveness of digital recruitment and building a positive corporate image in the public eye.

Therefore, this study is important to provide a strategic framework for optimizing social media-based recruitment in SOEs, particularly in regions with high labor competition such as Aceh.

LITERATURE REVIEW

1. Employee Recruitment and Digital Transformation

Recruitment is a strategic process in human resource management that aims to identify and select the best candidates to meet the organization's needs (Larasati, 2023). Advances in digital technology have encouraged organizations, including state-owned enterprises (SOEs), to adapt by utilizing social media to attract candidates (Yusuf et al., 2024). Social media is now used not only as a communication platform but also as an effective channel for employer branding (Simanjuntak et al., 2024). Research indicates that recruitment through social media enhances candidate reach, accelerates the

selection process, and reduces costs compared to traditional methods (Soeprapto et al., 2024).

2. Social Media in the Recruitment Process

The use of social media in recruitment has become a global trend, including in Indonesia (Fauzan & Nasution, 2024). Companies widely use LinkedIn, Instagram, and Twitter to introduce job opportunities, disseminate job openings, and conduct initial assessments of applicants (Widyawan et al., 2024b). State-owned enterprises in Indonesia, which play a crucial role in national economic development, have also begun to utilize social media in the recruitment process to make it more transparent, efficient, and appealing to millennials and Generation Z (Alam et al., 2024b; Hatta & Harsono, 2019). Studies show that social media helps improve a company's image, enabling it to compete in attracting top talent (Seto et al., 2024a).

3. SWOT Analysis in Recruitment

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is used to systematically evaluate an organization's internal and external conditions (Alam et al., 2024b). In the context of recruitment, a SWOT analysis helps state-owned enterprises identify their strengths, such as a strong corporate reputation, and weaknesses, including lengthy bureaucratic processes. It also highlights opportunities, such as the availability of young talent, and threats, including competition from the private sector (Zaraswati et al., 2017). Previous research confirms that SWOT is effective in formulating human resource strategies in various sectors, including transportation and tourism (Achsa et al., 2022).

4. IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation)

To complement the SWOT analysis, the IFE and EFE matrices are used, which assess the weight and rating of each internal and external factor (Lestari et al., 2018). The IFE-EFE matrix focuses on a company's internal strengths and weaknesses, while the EFE matrix assesses opportunities and threats from the external environment (Alam et al., 2024a). Using these two matrices provides a more quantitative picture, facilitating the formulation of data-driven strategies (Yusuf et al., 2024). In studies related to energy and tourism management, the IFE-EFE method has been shown to help organizations identify appropriate strategic priorities (Widyawan et al., 2024a).

5. Recruitment Strategies for State-Owned Enterprises in Indonesia

As strategic state entities, state-owned enterprises (SOEs) have unique recruitment characteristics that must align with the principles of good corporate governance (Widyawan et al., 2024a). However, SOE recruitment processes are often viewed as less adaptable to digital developments (Larasati, 2023). Therefore, the use of social media is viewed as a crucial strategy for enhancing image and improving recruitment efficiency (Simanjuntak et al., 2024). In the Aceh context, this opportunity is particularly relevant given the increasing number of college graduates but limited formal employment opportunities (Hatta & Harsono, 2019).

6. Previous Research on SWOT-IFE-EFE in Indonesia

Several studies in Indonesia have employed the SWOT approach, supported by IFE-EFE, to formulate strategies across various sectors. For example, in the renewable energy sector, this analysis was used to identify readiness for transformation towards digital systems (Yusuf et al., 2024). In the tourism sector, this method was used to formulate post-pandemic sustainability strategies (Achsa et al., 2022). Research in the agribusiness sector, the food industry, and educational institutions also demonstrated the relevance of SWOT-IFE-EFE as a strategy formulation tool (Fauzan & Nasution,

2024b). This confirms that the same method can be applied to state-owned enterprise employee recruitment strategies through social media in Aceh.

Based on recruitment theory, digital recruitment theory, and strategic management theory using SWOT analysis, it can be concluded that effective recruitment strategies in the digital era depend on the integration of technology utilization, organizational capability, and strategic environmental analysis. This study proposes that social media-based recruitment in SOEs will be more effective when supported by strong employer branding, adaptive human resources, and data-driven strategies.

7. Variables and Indicators

Based on the theoretical review, the variables in this study are categorized into internal and external factors. The indicators used are as follows:

Internal Factors (X1):

- Strengths: reputation, job stability, social media reach, transparency
- Weaknesses: digital skills, content consistency, recruitment duration, coordination

External Factors (X2):

- Opportunities: internet penetration, labor market growth, digitalization
- Threats: competition, misinformation, workforce preferences

8. Research Gaps

Although there is a wealth of research on SWOT, IFE, and EFE in the business, tourism, and energy sectors, studies on their application in employee recruitment strategies, particularly in state-owned enterprises, are still very limited (Zaraswati et al., 2017; Widyawan et al., 2024a). Furthermore, the use of social media as a primary instrument in SOE recruitment strategies has not been extensively researched at the regional level, including in Aceh. Therefore, this study aims to fill this gap by examining social media-based SOE employee recruitment strategies using a SWOT approach reinforced by IFE and EFE.

RESEARCH FRAMEWORK

This study develops a conceptual framework in which recruitment strategy effectiveness (Y) is influenced by internal factors (X1) and external factors (X2). Internal factors consist of strengths and weaknesses, while external factors include opportunities and threats. These variables are analyzed using SWOT analysis, supported by Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, to determine the strategic position and formulate alternative strategies (SO, WO, ST, and WT).

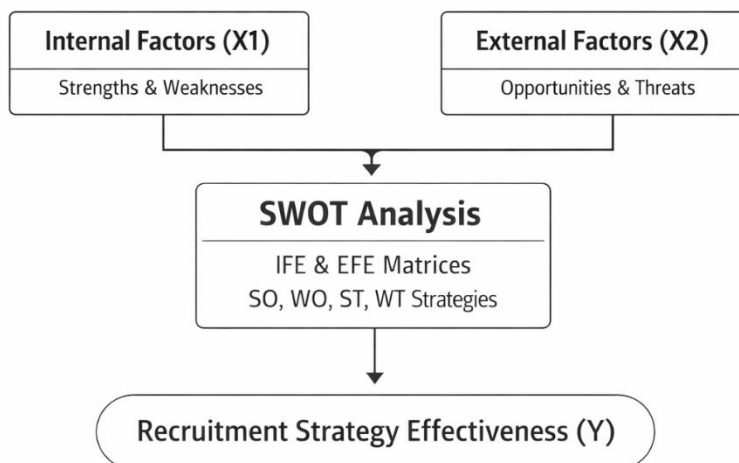


Figure 1. Research Framework

RESEARCH METHOD

1. Type of Research

This research employs a descriptive approach with a qualitative-quantitative design. The objective is to formulate a recruitment strategy for state-owned enterprises (SOEs) in Aceh through social media, utilizing a SWOT analysis supported by an Internal Factor Evaluation (IFE) and an External Factor Evaluation (EFE) matrix. This approach was chosen because it provides a comprehensive overview of the internal and external factors influencing recruitment strategies and generates data-driven strategy formulations.

2. Research Location and Subjects

The research was conducted in Aceh Province, focusing on SOEs that have open recruitment processes through social media. The research subjects consisted of:

- SOE managers and HR staff are involved in the recruitment process.
- Prospective job applicants participating in SOE recruitment through social media.
- Academic experts/researchers who understand recruitment strategies and digital transformation in the public sector.

The respondents in this study consisted of 20 participants, including HR managers of SOEs, recruitment staff, job applicants, and academic experts. These respondents were selected purposively based on their involvement and understanding of recruitment processes and digital transformation.

3. Data Collection Techniques

The data used in this study consisted of:

- Primary data, obtained through in-depth interviews with key informants, questionnaires to assess internal and external factors, and observations of social media use in recruitment.
- Secondary data was obtained from SOE annual reports, official government publications, and journal articles related to digital recruitment, SWOT, IFE, and EFE.

The research instruments consisted of an interview guide, a Likert-scale questionnaire (1–4) for weighting factors in IFE and EFE, and supporting documents related to recruitment strategies.

The data sources used in this study include a substantial number of scientific articles, official reports, and relevant documents, ensuring the reliability and validity of the research findings.

4. Data Analysis Techniques

- a. Identification of internal and external factors. Internal factors include strengths and weaknesses in the SOE recruitment process through social media, while external factors include opportunities and threats.
- b. SWOT Analysis. All internal and external factors are formulated in a SWOT matrix to map the recruitment strategy position.
- c. IFE and EFE Analysis:
 - a. The IFE matrix is used to evaluate internal strengths and weaknesses by assigning weights and ratings to each factor.
 - b. The EFE matrix is used to evaluate external opportunities and threats.
- d. Strategy Formulation. The results of the IFE and EFE scores were then combined into a SWOT matrix to formulate alternative strategies for recruiting employees of state-owned enterprises through social media in Aceh. The resulting strategies were categorized into SO, WO, ST, and WT strategies.

5. Data Validity Testing

To ensure data validity, the study employed source and method triangulation techniques, comparing the results of interviews, observations, and documentation to validate the findings. Furthermore, the questionnaire was tested for reliability using an internal consistency test before being used in the IFE and EFE analyses.

RESULTS

The analysis of research findings on social media-based SOE employee recruitment strategies in Aceh was conducted using a SWOT approach, reinforced by Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. These results were compiled based on data from interviews, observations, questionnaires, and documentation, then processed to identify strengths, weaknesses, opportunities, and threats that influence the digital recruitment process in SOEs.

1. Internal Factor Analysis (IFE)

The results of the internal factor identification indicate that the primary strength lies in SOEs' reputation as institutions with job stability and high attractiveness among young job seekers (Hetami & Aransyah, 2024). Social media is effectively utilized to expand the reach of job vacancy information and increase interaction with potential applicants (Simanjuntak et al., 2024). Another advantage is the use of digital platforms such as LinkedIn and Instagram, which are considered more transparent and reach millennial and Generation Z audiences (Soeprapto et al., 2024).

However, there are significant weaknesses. First, there are still limitations in the use of analytical technology to automatically select candidates, resulting in lengthy recruitment processes (Riahi Dorcheh et al., 2021). Second, the quality of recruitment content shared through social media is inconsistent, sometimes making the information less appealing to potential applicants (Muwahhid et al., 2023). Third, the digital skills of SOE HR staff remain diverse, resulting in suboptimal effectiveness in managing social media accounts (Larasati, 2023).

The total score of the IFE matrix was 2.85, indicating that internal factors are in the medium-high category. This suggests that SOEs in Aceh are well-equipped to leverage their internal strengths to support their recruitment strategies through social media. However, improvements are needed in terms of consistency and the effective utilization of digital technology.

2. External Factor Analysis (EFE)

From an external perspective, the most incredible opportunity lies in increasing internet penetration and social media usage among the Acehnese population, particularly among the younger generation of job seekers (Alam et al., 2024a). Furthermore, the digitalization trend in HR management is further strengthened by government policies encouraging digital transformation in state-owned enterprises (Yusuf et al., 2024). Social media also enables state-owned enterprises to build a positive image as modern organizations adapting to technological developments (Shoofiyani et al., 2022). The threats faced primarily stem from increased competition from private companies, which are more aggressive in digital recruitment branding (Lestari et al., 2018). Furthermore, the widespread dissemination of false information or hoaxes regarding job openings on social media raises doubts and the potential for fraud among job seekers (Fajarika et al., 2023a). Another challenge is the changing preferences of the younger generation, who prefer companies with a flexible work culture, which sometimes conflicts with strict regulations in state-owned enterprises (Astuty et al., 2016). The total EFE matrix score obtained was 2.70, indicating that external factors provide significant opportunities for state-owned enterprises in Aceh to strengthen their digital recruitment strategies. However, vigilance is needed regarding the threat of competition and the dynamics of new generation preferences.

3. SWOT Matrix

Based on the results of the IFE and EFE analyses, the recruitment strategy for state-owned enterprises (SOEs) through social media in Aceh can be formulated into four strategic categories:

- SO (Strength–Opportunity) Strategy: Optimizing the SOE's reputation and social media reach to attract qualified candidates from the younger generation. For example, utilizing LinkedIn for employer branding campaigns that emphasize career stability and personal development opportunities (Yastafifna & Yogatama, 2024).
- WO (Weakness–Opportunity) Strategy: Improving the digital skills of the HR team through social media management training and utilizing analytics technology to accelerate the selection process (Hambali et al., 2022b).
- ST (Strength–Threat) Strategy: Using the strengths of the SOE's reputation to counter competitive threats from private companies, for example, by emphasizing nationalism and the SOE's contribution to national economic development (Marlang et al., 2025).
- WT (Weakness–Threat) Strategy: Anticipating recruitment hoaxes by strengthening verification of official BUMN accounts, maintaining content consistency, and improving public communication through trusted digital channels (Seto et al., 2024b).

4. Implications of Research Findings

The results of this study indicate that social media-based recruitment strategies in Acehnese state-owned enterprises (SOEs) have significant potential for attracting young talent adaptable to digitalization. However, the success of this strategy depends heavily on the SOE's ability to enhance internal digital capacity, maintain information credibility, and establish strong differentiation from private sector competitors (Hetami & Aransyah, 2024). Therefore, implementing a SWOT analysis through IFE and EFE provides a strong foundation for formulating relevant, effective, and sustainable strategies within the context of the digital transformation of SOE recruitment in Aceh.

Table 1. Internal Factor Analysis Summary

Internal Factors	Weight	Rating	Score
Strengths			

High reputation of state-owned enterprises (SOEs) that are attractive to young job seekers	0.15	4	0.60
Wide reach on social media (LinkedIn, Instagram, Twitter)	0.12	3	0.36
Transparency of the recruitment process through digital platforms	0.10	3	0.30
Job stability and competitive benefits	0.13	4	0.52
Use of digital platforms according to the preferences of millennials and Gen Z	0.10	3	0.30
Subtotal Strengths	0.60		2.08
Weaknesses			
Limited utilization of recruitment analytics technology	0.10	2	0.20
Less consistent quality of recruitment content on social media	0.08	2	0.16
Variety of digital skills of social media managers	0.07	2	0.14
Online selection processes still take a long time	0.08	2	0.16
Coordination between units in managing recruitment information is not optimal	0.07	2	0.14
Subtotal Weaknesses	0.40		0.80
Total	1.00		2.88

Table 2. External Factor Analysis Summary

External Factors	Weight	Rating	Score
Opportunities			
High internet penetration and social media usage among the younger generation	0.15	4	0.60
Government support for the digital transformation of state-owned enterprises	0.12	3	0.36
Social media as a means of employer branding for state-owned enterprises	0.10	3	0.30
Increasing number of college graduates in Aceh	0.10	3	0.30
Global digitalization trends in HR management	0.08	3	0.24
Subtotal Opportunities	0.55		1.80
Threats			
Competition with private companies in attracting young talent	0.12	2	0.24
Spread of hoaxes/job vacancy scams on social media	0.10	2	0.20
Changing preferences of Generation Z regarding work flexibility	0.08	2	0.16
Reliance on digital platforms whose policies are subject to change at any time	0.08	2	0.16
Digital literacy gap among some job seekers	0.07	2	0.14
Subtotal Threats	0.45		0.90
Total	1.00		2.70

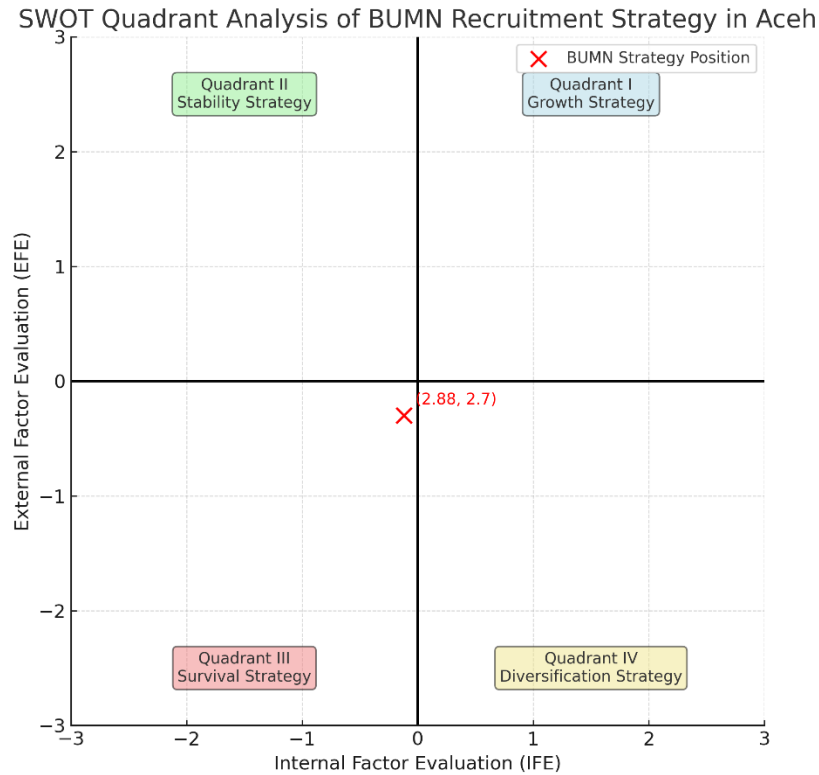


Figure 2. Analysis of the SWOT quadrant

Table 3. TOWS Matrix

	Opportunities (O)	Threats (T)
Strengths (S)	Strategi SO (Strength–Opportunity): <ul style="list-style-type: none"> Leveraging the reputation of state-owned enterprises to attract young talent. Optimizing LinkedIn and Instagram for employer branding. Providing transparent and timely job postings 	Strategi ST (Strength–Threat): <ul style="list-style-type: none"> Leverage the credibility of state-owned enterprises (SOEs) to counter recruitment hoaxes. Highlight job stability and SOEs' contribution to national development. Strengthen their professional image to compete with the private sector.
Weaknesses (W)	Strategi WO (Weakness–Opportunity): <ul style="list-style-type: none"> Provide digital training for HR staff. Make recruitment content more consistent and engaging. Adopt analytics technology to accelerate the selection process. 	Strategi WT (Weakness–Threat): <ul style="list-style-type: none"> Simplify recruitment bureaucracy to be more competitive. Establish a dedicated communications team to manage official information. Reduce reliance on specific digital platforms by diversifying channels.

DISCUSSION

The research results indicate that the social media recruitment strategy of state-owned enterprises (SOEs) in Aceh is quite strong, with an IFE score of 2.88 and an EFE score

of 2.70. This suggests that the internal strengths of SOEs, such as their reputation and social media presence, can be leveraged to capitalize on external opportunities arising from high internet penetration and the increasing number of young job seekers. This finding aligns with Hetami dan Aransyah (2024), who asserted that SOEs' reputation remains a key attraction for millennials and Generation Z.

Conversely, the study identified weaknesses, including limited digital skills among HR teams and inconsistent recruitment content. This finding aligns with Larasati (2023) who stated that digital transformation in the public sector is often hampered by low internal digital literacy. Meanwhile, the main threats stem from competition with private companies that are more aggressive in employer branding, as well as the prevalence of job vacancy hoaxes on social media (Fajarika et al., 2023b).

Based on the SWOT matrix, the primary strategy that can be implemented is the SO strategy, which leverages internal strengths to capitalize on external opportunities, for example, by enhancing social media-based employer branding campaigns. The WO strategy aims to enhance the digital competency of the HR team, while the ST strategy focuses on leveraging the company's reputation to counter hoaxes. The WT strategy focuses on simplifying bureaucracy so that SOEs remain competitive in attracting talent. These findings support research by Simanjuntak et al. (2024), which states that social media can enhance an organization's image while accelerating the recruitment process. Thus, this discussion confirms that utilizing social media as a recruitment tool in Aceh's SOEs has significant prospects. However, its success depends heavily on improving internal digital literacy, maintaining content consistency, and effectively managing transparent public communication.

Practically, SOEs can improve recruitment effectiveness by implementing structured social media strategies, such as consistent posting schedules, interactive content, and the use of analytics tools to evaluate candidate engagement. Additionally, verification systems should be strengthened to prevent recruitment fraud and increase public trust (Simanjuntak et al., 2024)

CONCLUSION

This study reveals that the social media recruitment strategy employed by state-owned enterprises (SOEs) in Aceh is quite effective, with an IFE score of 2.88 and an EFE score of 2.70. The main strengths of the SOE lie in its reputation, job stability, and the effective use of social media to reach millennials and Gen Z. Meanwhile, the main weaknesses are the limited digital skills of the HR team and the inconsistent quality of recruitment content. Externally, significant opportunities arise from increasing internet penetration and the number of young job seekers. At the same time, threats stem from competition with the private sector and the prevalence of job vacancy hoaxes.

Based on the SWOT analysis, potential strategies include SO strategies to strengthen social media-based employer branding, WO strategies to enhance the digital capacity of human resources, ST strategies to leverage reputation to ward off threats, and WT strategies to simplify recruitment bureaucracy. This study confirms that social media is a crucial instrument in modernizing SOE recruitment, but its success is heavily influenced by consistency, digital competence, and transparency in public communications.

Analogically, the recruitment strategy of SOEs can be compared to navigating a ship in the digital era, where internal strengths function as the engine and external opportunities act as the wind direction. Without proper alignment, the organization may not reach its optimal destination.

Therefore, it is recommended that SOEs:

- (1) improve digital competencies of HR personnel,
- (2) enhance consistency and attractiveness of recruitment content,
- (3) strengthen employer branding through verified social media platforms, and
- (4) adopt data-driven recruitment technologies in future strategies.

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