

# Implementation of HR management planning Solution Services Pharmaceutical Wholesaler Company (PBF) & Medical Devices (PAK), PT. Jagat Pharma Abadi

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## ABSTRACT

Industry service health in Indonesia is very important important during life in the world still There is so service health still very much needed. This year budget Health in Indonesia has greatly improved. matter This chance big for business company big pharmaceuticals and tools health for supplying the needs of the house hospital Deni Erlangga, Tantri Rahmat Syah, Edi Hamdi, Dihin Septyantos, clinics and non- health institutions. The role of the company big pharmaceuticals and tools health this is very important to use meet the existing needs of each agency health. This research done for know how much big opportunity business This especially in Banten province and DKI Jakarta Province by using human resources in accordance with company characteristics. Research methods This use method qualitative by using technique studies literature and interviews and documentation. results from study This showing that for reach a specified target company must have human resources who have good abilities and analysis, p This For guard connection good with suppliers. role peting from a sales and marketing person is very supportive from sale. Conclusion on research This In order to achieve the company's targets, PT JPA strives increase quality from every employee. with the number such a budget big from government naturally This becomes very big opportunity for company, of course company must prepare talents employees who have capabilities in every field position work. No only PT JPA will to try increase abilities of each employee through training that will be given to every employee and of course level interesting career for employees, p This to provide positive motivation for employee for always increase performance his.

Keywords: HR Management, PBF, PAK.

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## INTRODUCTION

Pharmaceutical distribution is a very essential part of equal access to medicines. Pharmaceutical Wholesalers (PBF) are an integral part of the distribution process of medicinal products (Yusuf & Avanti, 2020). One of the focuses of the pharmaceutical industry is the distribution of medicines by Pharmaceutical Wholesalers (PBF) to consumers, both health institutions and non-health institutions (Listyowati et al., 2023) . Pharmaceutical Wholesalers (PBF) are companies in the form of legal entities that have permits to procure, store, distribute medicines and medicinal ingredients in large quantities in accordance with statutory provisions (Febriani et al., 2020). The existence of pharmaceutical distribution or PBF is one of the efforts to improve the level of public health. With PBF, the need for pharmaceutical preparations can be met (Priscilla Nyapil, 2023). In 2020, Indonesia experienced the Covid-19 outbreak, various aspects were affected by the impact of this outbreak, especially the health aspect (Muhammad Hidayat, 2022) . As a result of this outbreak, of course the pharmaceutical industry and

medical equipment industry in Indonesia have also experienced very rapid development, especially after the Covid-19 pandemic outbreak. This is certainly a positive signal for business players in the medical equipment industry because it shows that this industry is still promising. With this promising potential, business players in this industry must be innovative and adaptive in order to compete and maintain business continuity (Bhawa, Ida Bagus Made Djiwa & Dewi, 2015). Based on data for the last 5 years (2015–2019), company pharmacy in Indonesia has increase as many as 132 new companies. Considering that Indonesia is a country with a population biggest 4th in the world, so people need to consume medicines and the need for tool health what we can be certain of is Enough is large and the pharmaceutical market also has great opportunities For compete (Mourine & Septina, 2023). In s sector Industry pharmaceuticals and tools health fall into a category experience request high (high demand) (Handoko et al., 2020). According to Ministry of Industry of the Republic of Indonesia, in 2020 growth group Chemical, Pharmaceutical and Traditional Medicine Industries reach of 9.39%, which is not just increase from growth of 8.48% in 2019, but also an growth group industry highest among group industry others (Nopriandri, 2023). Sector pharmacy is one of what investors choose to do investment in Indonesia p This Of course just make business this is very interesting For executed (Oktiwiati & Nurhayati, 2020).

The main focus of the Indonesian Ministry of Health's work program in transforming the Indonesian Health system is focused on six pillars, including: transformation of primary services, transformation of referral services, transformation of the health system, transformation of the health financing system, transformation of health human resources, and transformation of health technology.

With this transformation, 514 districts/cities will be projected to have hospitals capable of handling catastrophic problems. The development will be carried out in stages, with the aim of reaching 50% in 2025 and 100% in 2027. Thus, the development of government-owned hospitals in Indonesia is projected to be completed by 2027.

In addition, the health sector is projected to have good long-term growth prospects, supported by economic growth. In the long term, this sector is projected to have positive sentiment because the need for health services will continue to increase.

PT JPA implements various human capital strategies to manage human resources as the company's main assets. They focus on training and career development to improve HR skills, in line with the company's market penetration and market development strategies. The sales team, as the spearhead of the company, is given special attention through intensive training and participation in industrial exhibitions.

The corporate culture at PT JPA supports team members in overcoming internal and external challenges, reduces uncertainty, and promotes company continuity. Company artifacts, such as logos and ID cards, represent company values such as fast and flexible service to customers, as well as solidarity and welfare for employees.

Company norms and values at PT JPA serve as moral and behavioral guidelines for employees. Values such as professionalism, cooperation, and customer satisfaction are emphasized through socialization that is integrated in the organizational culture. The assumptions held by the company, such as commitment to service quality and effective collaboration with vendors, also influence the company's overall culture.

PT JPA conducts employee performance evaluations periodically to monitor and improve their performance. Some of the aspects evaluated include leadership, discipline, professionalism, teamwork, and attendance, with clear assessment criteria to provide constructive feedback to employees.

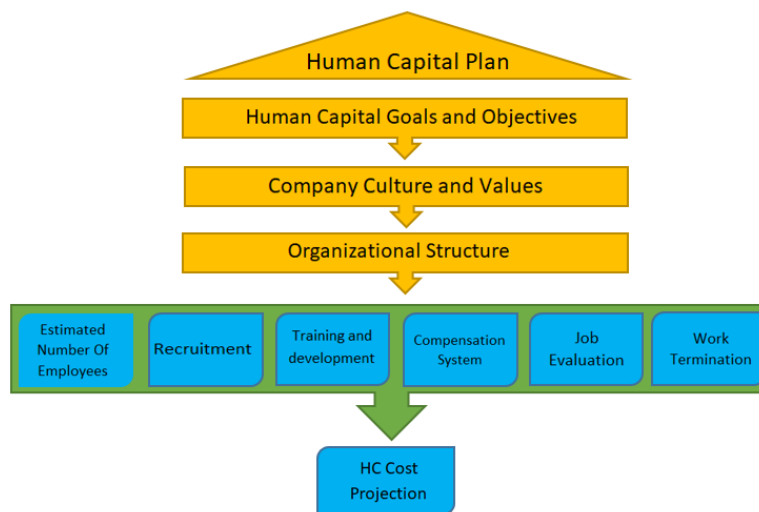
In managing employment relations, PT JPA follows government regulations, especially regarding the employment termination process. The company has clear procedures for dealing with various situations that require layoffs, such as voluntary resignation, serious violations, or organizational efficiency.

This research done for know how much big opportunity business This especially in Banten province and DKI Jakarta Province by using human resources in accordance with company characteristics. Research methods This use method qualitative by using technique studies literature and interviews and documentation. As is study This so company big pharmaceuticals and tools health can measure how much big opportunity business This specifically for the Banten and DKI Jakarta regions

## RESEARCH METHODS

Research methods is a method for look for understanding or results from A phenomenon. In research This Data collection becomes very important For answer the problems that exist in a phenomenon ( Ardiansyah et al., 2023). on research This use method qualitative with studies literature by using technique interviews and documentation. Qualitative method is study qualitative as research that produces descriptive data in the form of written or spoken words of the people and behavior that can be observed (Haryono, 2023).

### Frameworks



**Figure 1. Human Capital Framework**

Source: Author Team

Figure 1 above explains the workflow or tool to measure the work process in the human capital division where this division must make a work plan from determining goals and objectives to the last to make financial projections related to the needs needed in the human capital division. The selection of a performance measurement system is essential to achieve the company's goals. Performance measurement is also very important for company management to find out whether or not the company's goals are achieved, including in the human capital division of PT. Jagat Pharma Abadi (Syaputra et al., 2020)

## RESULTS AND DISCUSSION

### 1. Goals and Objectives of Human Capital (HC)

The aim and objective of PT JPA's human capital is to have human resources who have the ability to carry out and implement the company's vision and mission and are in accordance with the previous discussion regarding Establishing long-term objectives short-, medium- and long- terms goals and objectives.

**Table 1. Goals and Targets of PT Jagat Pharma Abadi's Human Capital**

Human Capital Objectives	Human Capital Targets
Short Term 1-2 Years	
<ol style="list-style-type: none"> <li>1. Recruit the number of employees according to the qualifications and needs of positions in the company, especially pharmacists and those in technical responsibility</li> <li>2. Creating superior, responsive human resources in providing services to customers</li> <li>3. Prepare reliable procurement personnel who are able to negotiate</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure the responsibility and authority of all employees in each position of 17 employees in the first year</li> <li>2. Provide training programs according to needs and internal analysis at least once a year</li> <li>3. Improve employee soft skills by participating in medical equipment and medicine exhibitions at least once a year</li> </ol>
Don't Middle 3-4 Years	
<ol style="list-style-type: none"> <li>1. Establish relationships with consulting agencies to increase required HR capabilities</li> <li>2. Create Company Operational Standards (SOP) and assess Key Performance Index (KPI)</li> <li>3. Increase sales force competency and product knowledge</li> </ol>	<ol style="list-style-type: none"> <li>1. To increase employee capabilities, especially in sales team positions who directly interact with customers</li> <li>2. To avoid errors in carrying out work procedures and to evaluate performance at least once every 6 (six) months</li> <li>3. Provide retraining to improve employee competency at least once a year for the procurement team</li> </ol>
Don't last > 5 years	
<ol style="list-style-type: none"> <li>1. Increase the number of employees for sales and delivery positions</li> </ol>	<ol style="list-style-type: none"> <li>1. To support marketing programs (<i>Market Development</i>)</li> </ol>

Source: Author Team

### 2. Organizational Structure

Structure organization is design from leader organization For can makes it easier to realize goals and hopes A organization. ( Gammahendra et al., 2014) Something organization must have the right structure is capable support activity organization For reach goals and hopes A organization. (Handoko et al., 2020) . PT Jagat Pharma Abadi uses structure organization functional To use making work programs effective in each division.

The organizational structure is created to explain each position and position of each employee. This organizational structure is created in accordance with the

HR goals and objectives that have been determined in the previous chapter, namely chapter.

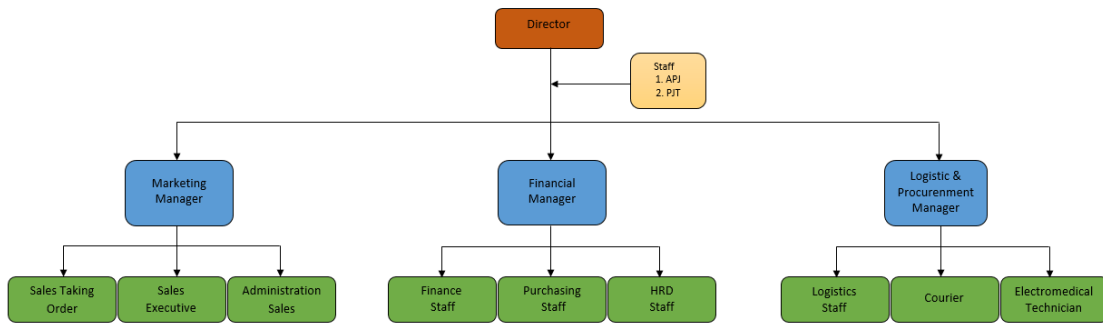


Figure 2. Organizational Structure of PT. Jagat Pharma Abadi  
Source: Author team

### 3. Job description

Creating job descriptions is very important to prevent errors for every employee at PT JPA in carrying out their duties and responsibilities. The PT JPA job description is attached to the HR attachment

### 4. Human Capital Planning

Human Resource Planning is a process used by an organization to ensure that the organization has the right number of human resources, the right type of workforce available, available at the right time, for the right position or place, and doing the right job. Specifically, human resource planning includes estimating the number of personnel needed to carry out company activities.

#### a. Estimated Number of Employees

Employee is factor important in every organization good at achieving objective organization both effectively and in a way efficient. Something organization No expect employees who are capable, capable, skilled, but The most important for they is will work diligently and willingly For reach results maximum performance (Yusuf & Avanti, 2020).

PT JPA has an estimated number of employees in the short term of 18 (nineteen) employees, and an additional 4 (four) employees in the medium term and an additional 3 (three) employees in the long term. As for planning the number of employees, short-term to long-term goal plans are as follows

**Table 2. Estimated Number of Employees**

No	Position	Short-term	Medium-term	Long-term
1	Director	1	1	1
2	Manager	1	1	1
3	Responsible Pharmacist (APJ)	1	1	1
4	Technical Responsible Person (PJT) for Medical Devices	1	1	1
5	Electromedical Technician	1	1	1
6	Sales Executive	2	3	4
7	Sales Taking Orders	2	3	5
8	Sales Admin	1	1	1

Implementation of HR management planning Solution Services Pharmaceutical Wholesaler Company (PBF) & Medical Devices (PAK), PT. Jagat Pharma Abadi

9	Finance & Tax Staff	1	1	1
10	Courier	2	3	3
11	Purchasing Staff	1	1	1
12	Logistics Staff	-	1	1
13	financial manager	-	-	1
Amount		14	18	22

Source: author team

### 5. HC Cost Projection

The HR cost budget is related to the monthly salary that employees will receive. Details of HR costs have been explained in 7.4.5. regarding the compensation system which includes wages/salaries, allowances and others. The HR budget designed by PT JPA includes benefits that will be provided for the next five years.

**Table 3. HC Cost Projection**

No	Position	Total Number of Personnel			Salary Cost Per Period				
		Short Term	Medium Term	Long Term	Year 1	Year 2	Year 3	Year 4	Year 5
1	Director	1	1	1	Rp 360.000.000	Rp 378.000.000	Rp 396.900.000	Rp 416.745.000	Rp 437.582.250
2	Manager	1	1	1	Rp 96.000.000	Rp 100.800.000	Rp 105.840.000	Rp 111.132.000	Rp 116.688.600
3	Pharmacist in Charge (APJ)	1	1	1	Rp 78.000.000	Rp 81.900.000	Rp 85.995.000	Rp 90.294.750	Rp 94.809.488
4	Technical Person in Charge (PJT) of Medical Devices	1	1	1	Rp 56.400.000	Rp 59.220.000	Rp 62.181.000	Rp 65.290.050	Rp 68.554.553
5	Electromedical Technician	1	1	1	Rp 57.600.000	Rp 60.480.000	Rp 63.504.000	Rp 66.679.200	Rp 70.013.160
6	Sales Executive	2	3	4	Rp 115.200.000	Rp 120.960.000	Rp 190.512.000	Rp 200.037.600	Rp 280.052.640
7	Sales Order Taking	2	3	5	Rp 110.447.712	Rp 115.970.098	Rp 182.652.904	Rp 191.785.549	Rp 335.624.711
8	Admistration Sales Staff	1	1	1	Rp 55.223.856	Rp 57.985.049	Rp 60.884.301	Rp 63.928.516	Rp 67.124.942
9	Finance & Tax Staff	1	1	1	Rp 55.223.856	Rp 57.985.049	Rp 60.884.301	Rp 63.928.516	Rp 67.124.942
10	Purchasing Staff	1	1	1	Rp 55.223.856	Rp 57.985.049	Rp 60.884.301	Rp 63.928.516	Rp 67.124.942
11	Logistics Staff	0	1	1	Rp -	Rp -	Rp 60.884.301	Rp 63.928.516	Rp 67.124.942
12	Courier	2	3	3	Rp 84.000.000	Rp 132.300.000	Rp 138.915.000	Rp 145.860.750	Rp 153.153.788
13	Finance Manager	0	0	1	Rp -	Rp -	Rp -	Rp -	Rp 109.395.563
<b>Total salary</b>		<b>14</b>	<b>18</b>	<b>22</b>	<b>Rp 1.123.319.280</b>	<b>Rp 1.223.585.244</b>	<b>Rp 1.470.037.109</b>	<b>Rp 1.543.538.964</b>	<b>Rp 1.934.374.519</b>
14	Holiday Allowance (THR)				Rp 93.609.940	Rp 101.965.437	Rp 122.503.092	Rp 128.628.247	Rp 161.197.877
16	BPJS Health				Rp 44.548.771	Rp 47.444.441	Rp 50.528.330	Rp 53.812.671	Rp 57.310.495
17	BPJS TK				Rp 86.201.872	Rp 91.804.994	Rp 97.772.319	Rp 104.127.519	Rp 110.895.808
18	ID Card Creation				Rp 5.000.000				
19	Training					Rp 50.000.000			
20	Office Travel				Rp 10.000.000	Rp 10.000.000	Rp 10.000.000	Rp 10.000.000	Rp 10.000.000
21	Consultant Fees				Rp 20.000.000	Rp 20.000.000	Rp 20.000.000	Rp 20.000.000	Rp 20.000.000
22	CSR						Rp 6.000.000	Rp 8.000.000	Rp 12.000.000
23	Recruitment				Rp 10.000.000		Rp 10.000.000		Rp 8.000.000
24	Family Gathering								Rp 30.000.000
<b>Total</b>					<b>Rp 1.392.679.863,472</b>	<b>Rp 1.544.800.116,298</b>	<b>Rp 1.786.840.849,662</b>	<b>Rp 1.868.107.401,874</b>	<b>Rp 2.343.778.698,791</b>

### 6. Recruitment Scheme

Every company realize that the most important asset in a company organization are human resources, HR that will be it role important in a organization. Therefore that's the main key For creating quality and superior human resources Can seen from the process flow recruitment (Oktiwiati & Nurhayati, 2020). The purpose of the recruitment process This Alone that is For selecting in a way strict To use get competent human resources in the field according to the needs of the organization or company (Agia & Sudrajat, 2023).

PT JPA's recruitment scheme uses 2 (two) methods, namely internal recruitment and external recruitment. PT JPA divides internal recruitment based on 2 needs, namely job rotation and higher positions. This internal recruitment is considered to save costs and time and can provide high employee satisfaction and motivation. Meanwhile, external recruitment uses a jobskeer provider application which is paid according to needs. The qualifications and job description for each

position are attached in the HR attachment. And here are the steps that will be taken in the PT JPA employee recruitment scheme process:

**a. Manage needs analysis**

Each division carries out an analysis regarding employee needs and submits it to the HRD team, then the HRD team will review the proposed number of employees and submit it to the Director.

**b. Management Approval**

After the application made by the HRD team is approved by the Director, the next stage is the employee selection process

**c. Selection process**

The HRD team will disseminate information about the vacancies through the Jobstreet application, namely the *Jobseeker provider application*. Then, after receiving several incoming applications that match the qualifications, PT JPA will carry out an interview system to get the number of employees needed in a short time.

**d. Psychotest**

The psychological tests carried out by PT JPA will lead to intelligence tests and personality tests. This psychological test process was carried out directly by HRD PT JPA

**e. User Interviews**

After being declared to have passed the psychological test stage, the candidate will be invited to conduct an interview with the user. Each candidate will be assessed by the user during the interview process.

**f. Contract Signature**

After being declared to have passed the interview stage with the user, the candidate will be invited back by the HR Department to carry out the final stage, namely signing the contract between PT JPA and the employee.

**TRAINING AND DEVELOPMENT PROCESS**

**Training and Development Strategy**

Training is a systematic change of knowledge, skills and attitude that continues to improve for each employee so that they can realize the targets PT JPA wants to achieve. Meanwhile, development is an activity to maintain and improve competence (knowledge, skills and abilities) to achieve company effectiveness. PT JPA will carry out training and development strategies to achieve the company's goals and the following are the stages in making training and development strategies

**1. Internal conduct analysis**

In this stage, the sales and purchasing positions will be given a training program, because looking at the duties of these two positions which directly deal with customers and suppliers

**2. Arrange training programs**

At this stage the company will design a training program that focuses on developing skills relevant to the employee's duties and responsibilities. And the following is an overview of the program plan that has been made by PT JPA.

**Table 4. Types of Training**

No	Training materials	Short-term 2nd year	Mid Term 4th Year	Position
1	Knowledge of distribution aspects (upstream to downstream) and	√		Sales and Relationship

	after sales service activities			Officer
2	Knowledge of various sales strategies, types of products to be sold and activities related to payment procedures		√	

Source: Author team

### 3. Implementation of training programs

At this stage training activities will be carried out either internally or using external parties who we will invite to provide training to several positions that have been determined in the internal analysis.

### 4. Evaluation

At this stage it is necessary to carry out a comprehensive evaluation of all training programs that have been carried out to assess the level of success of the training itself

## CAREER DEVELOPMENT PROCESS

### Career Development Scheme

At PT JPA, career paths have been designed from the start, the career direction of employees who have joined, of course to obtain a better career, there are several qualifications that must be met by these employees, including;

#### 1. Appointment of Permanent Employees

In this case, the employee was initially an employee with probationary status for 3 months. If the employee provides good performance, he will be appointed as a permanent employee, based on the results of the assessment determined by the company. Therefore, it can be described in the assessment chart in table 8 as follows;

**Table 4. Employee career assessment section**

Employee Appointment Assessment	
Score	Decision
85-100	Appointed as a permanent employee
65-85	Extension of probationary period
<65	Not continued

Source: Author team

#### 2. Position Promotion

Employees who excel in a company will certainly receive awards or benefits covering many things. One type of reward for outstanding employees is a promotion. Promotion can be obtained if the employee continues to improve his performance so that he can make a big contribution to the company, namely by helping to realize the company's goals.

### Benefits for Employees

#### Compensation System and Other Benefits

Based on company regulations, PT JPA provides several types of compensation, employee compensation generally provided by the company, namely:

##### 1. Wages or Salary

Each employee receives a wage/salary according to the wage scale (Salary Structure) which is paid every month to all employees. For wages / salaries

themselves, PT. JPA has followed government regulations, namely wages in accordance with the Regional Minimum Wage (UMR).

## **2. Health benefits**

PT JPA will provide benefits in the form of the Health Social Security Administering Body (BPJS Health) for all its employees and the benefits charged to employees are based on the legal regulations in force at BPJS Health

## **3. Employment Benefits**

In addition to health insurance benefits, PT JPA will also provide the Employment Social Security Administration which includes: Security for Security (JK), Work Accident Insurance (JKK), Old Age Security (JHT), and Pension Security (JP)

## **4. Holiday Allowance (THR)**

Based on the Employment Law of the Republic of Indonesia No. 13 of 2003 concerning Holiday Allowances (THR), if employees have worked for 12 months, PT JPA will also provide its obligations to all employees, namely by providing Holiday Allowances (THR).

## **5. Bonuses/Rewards**

This compensation is a reward given by the company regarding employee achievements. The types of incentives given are in the form of bonuses and rewards as encouragement for employees to improve their performance.

## **6. Paid leave**

PT JPA will provide 2 (Two) types of leave to its employees, namely annual leave and maternity leave. This is based on the regulations determined by the government. In annual leave, employees are given a maximum of 12 leaves and maternity leave will be given 3 (three) months of 6 leaves. (six) weeks before giving birth and 6 (six) weeks after giving birth

## **CONCLUSION**

In order to achieve company targets, PT JPA tries to improve the quality of each employee. With such a large budget from the government, of course this is a huge opportunity for companies. Of course, companies must prepare talented employees who have capabilities in every field of work position. Not only that, PT JPA will also try to improve the abilities of each employee through training that will be given to each employee and of course an attractive career path for employees, this is to provide positive motivation for employees to always improve their performance.

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