

## Enhancing Workers' Welfare through Participatory Occupational Health Policies in Riau's Manufacturing Industry

Jasmaniar<sup>1\*</sup>, Marniati<sup>2</sup>

<sup>1,2</sup>Faculty of Public Health, Teuku Umar University, Aceh, 23617, Indonesia

**Abstract.** Workers' welfare is a crucial determinant of productivity and sustainability in the manufacturing industry. In Riau, challenges such as inadequate occupational health policies and lack of awareness about health standards have negatively impacted workers' well-being. This study aims to enhance workers' welfare through the participatory implementation of occupational health policies using the Participatory Action Research (PAR) approach. This community-based participatory research was conducted in three manufacturing companies in Riau. The PAR approach involved four key phases: problem identification, collaborative planning, implementation of health-focused interventions, and evaluation. Data were collected through surveys, focus group discussions, and workplace observations, involving both workers and management. Quantitative data on welfare metrics were complemented by qualitative insights from stakeholder interviews. The implementation of occupational health policies significantly improved workers' welfare indicators, including reduced workplace accidents (by 25%), increased job satisfaction scores (from 65% to 85%), and enhanced worker productivity (by 15%). Qualitative findings revealed heightened awareness and cooperation among workers and employers regarding health and safety standards. Stakeholders reported that the participatory approach fostered a sense of ownership and accountability. The results demonstrate that participatory strategies are effective in addressing workplace health challenges in the manufacturing sector. The PAR approach enabled the co-creation of practical solutions tailored to local needs, fostering long-term commitment from all stakeholders. This study highlights the importance of involving workers and management in policy development to achieve sustainable improvements in welfare.

**Keywords:** Workers' Welfare; Occupational Health Policies; Participatory Action Research (PAR); Manufacturing Industry; Workplace Safety; Health and Productivity

### 1. Introduction

The welfare of workers plays a pivotal role in determining the sustainability, efficiency, and competitiveness of any industrial sector (Fajgelbaum & Gaubert, 2020; Ko et al., 2022; Moyo et al., 2022). In the manufacturing industry, where workers are often

---

\*Corresponding author's email: [jasmaniar004@gmail.com](mailto:jasmaniar004@gmail.com), Telp.: -

exposed to challenging and hazardous environments, the implementation of effective occupational health policies is not merely a regulatory requirement but a necessity to safeguard the physical, mental, and social well-being of the workforce (Mardiana et al., 2021; Maulana & Nuri, 2020; Saragih, 2017; Wijaya et al., 2023). This is particularly relevant in the manufacturing hubs of developing regions, such as Riau, Indonesia, where the intersection of rapid industrial growth and insufficient health and safety practices has resulted in significant challenges to workers' welfare.

Riau, as one of Indonesia's key manufacturing regions, is home to industries ranging from palm oil processing to heavy machinery production (Fatyandri et al., 2023; Hariwan et al., 2023; Mulyadi, 2022). The economic contributions of these industries to the region are undeniable, providing employment to thousands of workers and driving economic growth. However, this growth has often been accompanied by inadequate workplace health and safety practices, leading to issues such as workplace injuries, occupational diseases, and low job satisfaction among workers. These issues not only affect the individuals directly but also impact the productivity and profitability of industries, creating a pressing need for interventions that can improve the overall welfare of workers.

Occupational health policies serve as a framework for ensuring that workplaces are safe and conducive to the well-being of employees (Lee & Cho, 2019; Lubis, 2023; S. U. Purba & Sukwika, 2021). However, the effectiveness of these policies depends on their proper implementation and the level of engagement and commitment from all stakeholders involved, including employers, workers, and policymakers. This study explores how the Participatory Action Research (PAR) approach can be utilized to enhance workers' welfare in Riau's manufacturing sector by collaboratively implementing occupational health policies.

The manufacturing industry is often characterized by high-pressure environments where productivity targets and cost-cutting measures can take precedence over workers' health and safety (Fajgelbaum & Gaubert, 2020; S. U. Purba & Sukwika, 2021). This trend is particularly evident in developing regions, where limited regulatory enforcement, lack of awareness, and resource constraints exacerbate the challenges faced by workers. In Riau, these factors have culminated in a workforce that is vulnerable to occupational hazards and insufficiently supported by existing health policies.

Riau's manufacturing industry has experienced rapid growth over the past decade, driven by both domestic and international demand for manufactured goods. This growth, however, has not been matched by proportional improvements in workplace health and safety standards (Fatyandri et al., 2023; Hariwan et al., 2023; M. Purba et al., 2020). A significant proportion of workers in Riau's manufacturing sector operate in environments where exposure to physical, chemical, and ergonomic hazards is common. For instance, workers in palm oil processing plants often handle hazardous chemicals without adequate protective equipment, while those in heavy machinery production are frequently exposed to excessive noise and repetitive motion injuries.

Despite these risks, many manufacturing companies in Riau have been slow to adopt comprehensive occupational health policies. A survey conducted in 2022 revealed that less than 40% of manufacturing firms in the region had formalized occupational health and safety (OHS) programs, and even fewer had mechanisms for monitoring and evaluating the effectiveness of these programs. This lack of structured OHS policies has



resulted in frequent workplace accidents, high absenteeism rates, and low morale among workers.

The implications of poor worker welfare extend beyond individual health outcomes. At a broader level, the economic performance of manufacturing firms is directly tied to the well-being of their workforce. Studies have shown that poor occupational health practices lead to reduced productivity, increased healthcare costs, and higher employee turnover rates. In Riau, this dynamic is evident in the declining competitiveness of some manufacturing firms, which struggle to retain skilled workers and meet production targets due to health-related disruptions.

Moreover, the social impacts of inadequate worker welfare are significant. Families of affected workers often bear the brunt of medical expenses and loss of income, perpetuating cycles of poverty and economic instability. In a region like Riau, where manufacturing serves as a primary source of employment, the cumulative effect of these challenges can hinder community development and exacerbate social inequalities.

Several barriers have contributed to the poor implementation of occupational health policies in Riau's manufacturing sector. These barriers can be broadly categorized into systemic, organizational, and individual factors. Systemic barriers include limited regulatory enforcement and oversight, which have allowed many manufacturing firms to operate without adhering to national OHS standards. Additionally, the lack of access to reliable data on workplace injuries and health outcomes has made it difficult for policymakers to design targeted interventions. Organizational barriers include resource constraints faced by many manufacturing companies, particularly small and medium-sized enterprises (SMEs), which limit their ability to invest in health and safety measures. Furthermore, a lack of commitment from management often undermines efforts to prioritize worker welfare. Individual barriers include workers themselves lacking awareness of their rights and the importance of occupational health practices. This is compounded by a culture of fear, where workers hesitate to report unsafe conditions or advocate for better policies due to concerns about job security.

Traditional top-down approaches to policy implementation have proven insufficient in addressing the complex and context-specific challenges faced by workers in Riau's manufacturing sector. In many cases, these approaches fail to account for the perspectives and lived experiences of workers, resulting in policies that are poorly aligned with their needs and priorities. This underscores the need for a participatory approach that actively involves workers and other stakeholders in the development and implementation of occupational health policies.

This study aims to bridge the gap between policy and practice by demonstrating how participatory approaches can enhance the implementation of occupational health policies. By focusing on the manufacturing industry in Riau, it addresses a critical need in a region where worker welfare has been historically overlooked. The findings of this research are expected to provide actionable insights for policymakers, industry leaders, and community stakeholders, paving the way for more inclusive and effective strategies to improve workplace health and safety.

The welfare of workers in Riau's manufacturing industry is both a pressing challenge and a critical opportunity. Through the implementation of occupational health policies using the Participatory Action Research approach, this study seeks to not only enhance workers' well-being but also contribute to the economic and social development of the region. By placing workers at the center of the process, it highlights the importance of



collaboration, empowerment, and shared responsibility in achieving sustainable improvements in worker welfare.

## 2. Methods

This study utilized the Participatory Action Research (PAR) methodology to address challenges in occupational health and enhance workers' welfare in the manufacturing sector of Riau. The PAR approach emphasizes collaboration among stakeholders, fostering a sense of ownership and facilitating the development of solutions tailored to local contexts (Tetui et al., 2017; Thojoba et al., 2023; Verweij et al., 2023). This method aligns with the complex and dynamic nature of workplace health challenges, necessitating inclusive and iterative processes. The research followed four sequential phases. In the problem identification phase, surveys, focus group discussions, and workplace observations were employed to analyze existing occupational health issues. These tools provided comprehensive quantitative and qualitative data, enabling researchers to identify key areas of concern, including limited safety standards and inadequate worker awareness of health policies (Becker et al., 2022; Harkin et al., 2022). In the collaborative planning phase, researchers facilitated discussions between workers, management, and policymakers to co-develop interventions. This phase was crucial in ensuring that the designed strategies were practical, context-specific, and widely supported.

The implementation phase saw the deployment of targeted interventions, such as workshops on workplace safety, mental health initiatives, and ergonomic adjustments. Regular stakeholder feedback during this period enabled continuous adaptation of the strategies, ensuring relevance and effectiveness. Finally, the evaluation phase assessed the outcomes of the interventions over six months through mixed-method data collection. Quantitative metrics included reductions in workplace accidents, increased job satisfaction, and enhanced productivity. These findings were corroborated by qualitative interviews, highlighting improved health awareness and cooperation among stakeholders.

## 3. Results and Discussion

The implementation of occupational health policies using the Participatory Action Research (PAR) approach led to significant improvements in workers' welfare in the manufacturing industry in Riau. The quantitative outcomes revealed:

### 3.1. Reduction in workplace accidents

One of the most significant outcomes of this study was the 25% decrease in recorded workplace accidents over a six-month period following the implementation of the occupational health policies. This result demonstrates the effectiveness of targeted safety-focused interventions, particularly in improving hazard awareness and fostering safer practices within the manufacturing workplace in Riau.

The reduction was achieved through a combination of systematic and participatory efforts, beginning with the identification of primary hazards during the problem identification phase. Through focus group discussions and workplace observations, researchers pinpointed key causes of accidents, such as improper handling of equipment, lack of adequate safety training, and insufficient use of personal protective equipment (PPE). This initial diagnosis allowed for a precise and targeted response.



Subsequently, interventions centered on training programs were implemented to address the gaps in knowledge and practice. Workers participated in hazard awareness workshops designed to improve their understanding of workplace risks and empower them with the knowledge to mitigate those risks effectively. These sessions emphasized recognizing unsafe practices, identifying hazards in real-time, and adhering to established safety protocols. Interactive formats such as simulations and role-playing enhanced the engagement and retention of information, ensuring a deeper understanding among participants.

Another crucial component of the intervention was the introduction and reinforcement of improved safety measures. For example, equipment maintenance schedules were formalized to ensure machinery remained in safe working condition. Additionally, personal protective equipment usage was monitored closely, and distribution processes were optimized to ensure all employees had ready access to high-quality gear suited to their specific roles. These measures addressed systemic shortcomings, reducing the likelihood of accidents stemming from equipment failure or inadequate personal protection.

The participatory nature of this process played a vital role in achieving these results. By actively involving workers in the planning and execution of interventions, the study fostered a sense of ownership over workplace safety policies. Workers contributed their insights based on day-to-day experiences, which often revealed nuances that might have been overlooked in a purely top-down approach. For instance, they identified areas where protective equipment was often unused due to discomfort or inconvenience, leading to modifications in equipment design and guidelines. This inclusive approach not only improved the practicality of the interventions but also increased adherence to the safety measures.

Management engagement was another critical factor in the reduction of accidents. Supervisors received training on enforcing safety protocols and leading by example, which helped to reinforce a safety-first culture across the organizations involved. Managers also worked collaboratively with workers to create designated safety zones and install updated warning systems, ensuring consistent vigilance in high-risk areas.

The positive impact of these interventions extended beyond quantitative accident reductions. Interviews with workers revealed increased confidence and empowerment in addressing safety concerns, while managers observed improved teamwork and communication regarding potential risks. These qualitative improvements further support the view that safety is not merely a set of policies but a culture that must be cultivated through shared responsibility and cooperation.

In summary, the 25% reduction in workplace accidents highlights the power of participatory strategies, targeted training, and systemic improvements in creating safer working conditions. The success of these interventions demonstrates the value of a collaborative approach in achieving long-term safety outcomes and enhancing overall workplace well-being.

**Table 1** Key Metrics and Improvements in Workplace Safety After Implementation of Interventions

Category	Before Intervention	After Intervention	Change	Percentage Change
----------	---------------------	--------------------	--------	-------------------



<b>Total workplace accidents</b>	40 cases	30 cases	-10 cases	-25%
<b>Equipment-related accidents</b>	10 cases	7 cases	-3 cases	-30%
<b>PPE-related injuries</b>	10 cases	5 cases	-5 cases	-50%
<b>Workers trained in hazard awareness</b>	0 workers	100 workers	+100 workers	+90%
<b>PPE accessibility</b>	75% of workers	100% of workers	25%	33%
<b>Equipment maintenance compliance</b>	60%	90%	30%	50%
<b>Worker confidence in safety (survey)</b>	65% satisfaction	85% satisfaction	20%	31%

Following the implementation of safety-focused interventions, the number of workplace accidents recorded over six months dropped from 40 cases to 30 cases, representing a significant 25% reduction. This outcome reflects the success of targeted efforts to address safety challenges in the manufacturing sector. Key contributing factors to this improvement include training on hazard awareness and the adoption of enhanced safety measures. For instance, hazard awareness workshops trained 100 workers (90% of the workforce) in recognizing and mitigating risks. As a result, reported incidents involving equipment misuse decreased by 40%, from 20 cases to 12.

Additionally, improvements in personal protective equipment (PPE) distribution ensured that 100% of workers had proper access to safety gear, compared to just 75% before the intervention. This led to a 50% reduction in injuries caused by the lack of PPE, dropping from 10 cases to 5. Systemic measures, such as scheduled equipment maintenance, contributed further. Maintenance compliance increased from 60% to 90%, resulting in a 30% decrease in equipment-related accidents (from 10 cases to 7).

These combined efforts not only reduced accidents but also created a more safety-conscious environment, with 85% of workers reporting improved confidence in handling workplace risks during follow-up interviews.

### 3.2. Increased job satisfaction

An essential finding from this study was the significant increase in job satisfaction among workers, rising from 65% pre-intervention to 85% post-intervention. This 20% improvement highlights the positive impact of the occupational health and safety measures on overall worker morale, indicating that when workers' welfare needs are addressed, it leads to greater satisfaction and engagement. The increase in job satisfaction can be attributed to several key factors, such as improved workplace safety, better communication between workers and management, and greater involvement in decision-making processes.

One of the main contributors to the rise in job satisfaction was the enhanced focus on safety. Prior to the intervention, many workers expressed concerns about insufficient training and inadequate safety measures, which created a sense of insecurity at the workplace. Through comprehensive hazard awareness workshops and the introduction of new safety protocols, workers gained a clearer understanding of workplace risks and the steps taken to mitigate them. The perceived improvement in safety directly affected workers' sense of security, which is a critical factor in job satisfaction. As one worker expressed during an interview, "After the training and with better safety measures in



place, I feel more confident doing my job." This increased confidence in workplace safety led to workers feeling more valued and supported.

Another critical element that contributed to the rise in job satisfaction was the greater involvement of workers in the process of policy-making. Using the Participatory Action Research (PAR) approach, workers were not passive recipients of changes but were actively engaged in designing and refining occupational health policies. This participatory approach fostered a sense of ownership, as workers felt their voices were heard and their concerns taken seriously. By actively contributing to the planning stages, workers felt more in control of their work environment and believed that the policies were specifically designed to address their needs. This sense of agency has been linked in many studies to increased job satisfaction, as employees feel more committed to the organization when they have an influence over decisions affecting their work life.

The improvements in workplace conditions also contributed to the rise in job satisfaction. Ergonomic adjustments, better access to personal protective equipment (PPE), and improved working environments—such as better lighting, ventilation, and maintenance of equipment—directly impacted workers' comfort levels. Prior to the intervention, physical discomfort from poorly designed workspaces, coupled with inadequate protective gear, caused stress and dissatisfaction among workers. Following the intervention, ergonomic assessments ensured that job roles aligned with workers' physical needs, reducing strain and fatigue. Workers noted in surveys and interviews that these adjustments not only made their tasks easier but also improved their physical well-being, making them feel more content and productive in their roles.

Moreover, the relationship between workers and management also improved post-intervention, contributing to higher job satisfaction. With the increased focus on communication and collaboration between workers and management, workers experienced more respect and support. In post-intervention interviews, workers highlighted that managers were more approachable and willing to address their concerns, fostering an environment of trust. Management's active involvement in promoting safety and well-being also reinforced workers' perceptions of being valued by the organization. This shift in management attitude was evident in the improvement of job satisfaction scores.

The combined effects of these factors—improved safety, greater employee involvement, better workplace conditions, and strengthened management-worker relationships—resulted in the significant rise in job satisfaction observed in the study. The jump from 65% to 85% reflects a marked improvement in how workers perceived their jobs, which in turn can contribute to greater productivity and a lower turnover rate. A satisfied workforce is more likely to be engaged, loyal, and committed to achieving organizational goals, further demonstrating the importance of integrating health and welfare policies into workplace practices.

### *3.3. Enhanced worker productivity*

A significant outcome of the implemented occupational health policies was the 15% improvement in worker productivity, reflecting the positive impact of the safety interventions and health management initiatives. This increase in productivity can primarily be attributed to reduced downtime from workplace accidents, as well as better overall health management within the workforce.



Before the intervention, frequent workplace accidents and health-related absences were major disruptions to production. Workers faced physical injuries due to poor safety measures, equipment-related failures, and insufficient ergonomic adjustments. These incidents led to frequent downtime, with workers being either temporarily sidelined or fully absent due to injury. Following the introduction of comprehensive safety training, improved PPE, and equipment maintenance, the reduction in accidents had a direct impact on minimizing such disruptions. With fewer accidents, workers spent more time on the job, leading to increased overall output.

Additionally, better health management practices played a crucial role in enhancing productivity. Health-focused interventions, including mental health support and stress management programs, improved workers' overall well-being. Reduced physical strain from ergonomic improvements allowed workers to perform tasks more efficiently without experiencing fatigue or injury. Mental health training also contributed to better focus, morale, and mental clarity, all of which are essential for maintaining high levels of productivity.

Furthermore, the greater engagement of workers in the participatory approach helped improve their commitment to the job. Workers who felt involved and valued by management were more motivated and dedicated, which often translates into enhanced productivity. As a result, workers exhibited a greater willingness to meet targets and achieve organizational goals, thus contributing to the 15% improvement in productivity.

#### 4. Conclusions

This study underscores the significant benefits of implementing participatory occupational health policies in enhancing workers' welfare within the manufacturing industry in Riau. The findings demonstrate that utilizing the Participatory Action Research (PAR) approach—through active collaboration between workers, management, and policymakers—leads to tangible improvements in workplace safety, job satisfaction, and productivity.

The 25% reduction in workplace accidents clearly highlights the effectiveness of safety-focused interventions such as hazard awareness training and improved safety measures. Workers who actively participated in the process not only gained critical knowledge but also felt empowered, resulting in safer work environments. This reduction in accidents contributed to increased operational efficiency by reducing downtime.

Furthermore, the 20% increase in job satisfaction reflects the positive impact of the enhanced work conditions and the participatory process, where workers' input was actively incorporated into policy planning. The improvements in safety, workplace conditions, and relationships with management helped workers feel more valued, which translated into greater engagement and overall job satisfaction.

The 15% improvement in productivity demonstrates how better health management and reduced accidents lead to a more efficient workforce. With fewer health-related disruptions and injuries, workers were able to focus more on their tasks, resulting in improved output and performance.

#### References

Becker, A., Hallisey, N., Kalaidjian, E., Stempel, P., & Rubinoff, P. (2022). The Hazard Consequence Prediction System: A Participatory Action Research Approach to





- Enhance Emergency Management. *Journal of Homeland Security and Emergency Management*, 19(1). <https://doi.org/10.1515/jhsem-2021-0013>
- Fajgelbaum, P. D., & Gaubert, C. (2020). Optimal spatial policies, geography, and sorting. In *Quarterly Journal of Economics* (Vol. 135, Issue 2). <https://doi.org/10.1093/qje/qjaa001>
- Fatyandri, A. N., Masnita Siagian, Y., Santosa, W., & Setyawan, A. (2023). Does Strategic Leadership Impact Competitive Advantage, Mediated by Diversification Strategy In the Manufacturing Industry? *International Journal of Scientific Research and Management*, 11(05). <https://doi.org/10.18535/ijstrm/v11i05.em03>
- Hariwan, P., Sunaryo, F., & Kholil, M. (2023). Determining Factors of Energy Intensity in the Manufacturing Industry of Provinces in Indonesia. *Journal of Earth Energy Engineering*, 11(3). <https://doi.org/10.25299/jeee.2022.10649>
- Harkin, D., Coates, V., & Brown, D. (2022). Exploring ways to enhance pain management for older people with dementia in acute care settings using a Participatory Action Research approach. *International Journal of Older People Nursing*, 17(6). <https://doi.org/10.1111/opn.12487>
- Ko, S.-H., Ryu, I. A., & Choi, Y. (2022). The Relationship between Compassion Experienced by Social Workers and Job Performance: The Double Mediating Effect of Positive Psychological Capital and Affective Commitment. *The Open Psychology Journal*, 15(1). <https://doi.org/10.2174/18743501-v15-e2204140>
- Lee, J. Y., & Cho, S. il. (2019). Prohibition on changing workplaces and fatal occupational injuries among chinese migrant workers in South Korea. *International Journal of Environmental Research and Public Health*, 16(18). <https://doi.org/10.3390/ijerph16183333>
- Lubis, I. F. (2023). Pelaksanaan Kesehatan dan Keselamatan Kerja dan Jaminan Sosial Bpjs Ketenagakerjaan bagi Pekerja di Kantor Notaris. *Jurnal Syntax Admiration*, 4(3). <https://doi.org/10.46799/jsa.v4i3.563>
- Mardiana, Dahlan Tampubolon, Bunga Chintya Utami, & Tito Handoko. (2021). PERUBAHAN PEKERJAAN DI KABUPATEN KAMPAR SELAMA WABAH COVID-19: ANALISIS DEKOMPOSISI SEKTORAL. *Juremi: Jurnal Riset Ekonomi*, 1(2). <https://doi.org/10.53625/juremi.v1i2.225>
- Maulana, & Nuri. (2020). SEKTOR UNGGULAN DI ERA PANDEMI COVID 19 WILAYAH REGIONAL SUMATERA. *Media Pemerhati Dan Peminat Statistika, Ekonomi, Dan Sosial*, Volume 6. Nomor 11.
- Moyo, T., Crafford, G., & Emuze, F. (2022). Significant Decent Work Objectives for Monitoring Construction Workers' Productivity Performance in Zimbabwe. *Journal of Construction in Developing Countries*, 27(1). <https://doi.org/10.21315/jcdc2022.27.1.6>
- Mulyadi, M. (2022). Potensi Dan Penyerapan Tenaga Kerja Industri Pengolahan Di Provinsi Kepulauan Riau Tahun 2015-2019. *Jurnal Ilmu Ekonomi JIE*, 6(1). <https://doi.org/10.22219/jie.v6i1.20180>
- Purba, M., Paratiwi Purba, A., & Maharani Purba, A. (2020). Employer Perceptions of Job Skills in Manufacturing Industry. *SAR Journal - Science and Research*. <https://doi.org/10.18421/sar34-05>
- Purba, S. U., & Sukwika, T. (2021). Pengaruh Program Keselamatan dan Kesehatan Kerja Terhadap Produktivitas Kerja pada Divisi Proyek. *Journal of Applied Management Research*, 1(1). <https://doi.org/10.36441/jamr.v1i1.260>



- Saragih, S. T. (2017). Pengaruh Knowledge Sharing Behavior dan Inovasi Teknologi Informasi Terhadap Kinerja Karyawan di Kawasan Industri BIP. *JSI: Jurnal Sistem Informasi (E-Journal)*, 9(1). <https://doi.org/10.36706/jsi.v9i1.4034>
- Tetui, M., Coe, A. B., Hurtig, A. K., Bennett, S., Kiwanuka, S. N., George, A., & Kiracho, E. E. (2017). A participatory action research approach to strengthening health managers' capacity at district level in Eastern Uganda. *Health Research Policy and Systems*, 15. <https://doi.org/10.1186/s12961-017-0273-x>
- Thojampa, S., Klankhajhon, S., Kumpeera, K., Mongkholkham, C., & Mawn, B. E. (2023). The development of a wellness tourism program in Thailand: a community-based participatory action research approach with an empowerment theoretical framework. *Jurnal Ners*, 18(3). <https://doi.org/10.20473/jn.v18i3.46271>
- Verweij, L., Metsemakers, S. J. J. P. M., Ector, G. I. C. G., Rademaker, P., Bekker, C. L., van Vlijmen, B., van der Reijden, B. A., Blijlevens, N. M. A., & Hermens, R. P. M. G. (2023). Improvement, Implementation, and Evaluation of the CMylife Digital Care Platform: Participatory Action Research Approach. *Journal of Medical Internet Research*, 25(1). <https://doi.org/10.2196/45259>
- Wijaya, D., Wibisono, C., Syukur, I. B., & Satriawan, B. (2023). The Effect of Motivation, Commitment and Work Discipline to Optimize the Regional Income: Mediating Role of Organizational Behavior. *International Journal of Finance, Economics and Business*, 2(2). <https://doi.org/10.56225/ijfeb.v2i2.212>

