



OPERATIONAL PLAN ANALYSIS IN BINA INSANI UNIVERSITY BUSINESS DEVELOPMENT PROJECT AT CIKARANG CAMPUS

Luthvi Rachman Ervianto, Tantri Yanuar Rahmat Syah, Suwarto, Rhian Indradewa

Esa Unggul University

Email: luthvirachman@student.esaunggul.ac.id, tantri.yanuar@esaunggul.ac.id, suwarto@esaunggul.ac.id, rhian.indradewa@esaunggul.ac.id

Abstract

Bina Insani University's business development on the Cikarang campus will require good operations to run according to plan. Therefore, operational plan analysis is needed in the Bina Insani University business development project on the Cikarang campus. The aim of this research is to analyze the operational plan in the Bina Insani University business development project on the Cikarang campus. This study used qualitative research methods. Data collection techniques in this research used literature study and observation. The data that has been collected is then analyzed thematically. The research results show that the operational plan for the Bina Insani University business development project on the Cikarang campus has been well prepared. This operational planning is carried out through several stages including the physical construction of Bina Insani University campus buildings, Cikarang Campus, implementation of learning operations, service design and operational delivery.

Keywords: Operational Plan, Business Development, Bina Insani University

INTRODUCTION

Bekasi Regency is one of 27 Regencies / Municipalities in West Java Province, which has an area of 1,273.88 km² (3.46% of the total area of West Java Province), and shares the eastern border with Karawang Regency, the South with Bogor Regency, the West with North Jakarta City and Bekasi City and the North with the Java Sea. Bekasi Regency is divided into 23 sub-district administrative regions, has 7 kelurahan and 180 villages (Rustiadi et al., 2021). The population of Bekasi Regency in 2021 reached 3,157,962 people with an average population density of 2,479 people per km² (Chrisnawati et al., n.d.). In the economic and trade sector, Bekasi Regency has 10 industrial estates and more than 2,553 companies (Astuti et al., 2024). This is the largest industrial area in Southeast Asia (Bekasi Regency in 2022 Figures) (Kurnia et al., 2023).

Companies located in the industrial area are national and multinational companies that are able to absorb approximately $(558,010 + 63,586) = 621,596$ workers (figure 1.3) both operator and managerial levels. At the managerial level, workers with minimum qualifications for higher education are needed who have linear major specifications with the business world and the industrial world (DUDI) (Rupp et al., 2024). Furthermore, an overview of the data on the number of schools and the number of students in 2021/2022 in Bekasi Regency as shown in the picture below (Marlina et al., 2023).

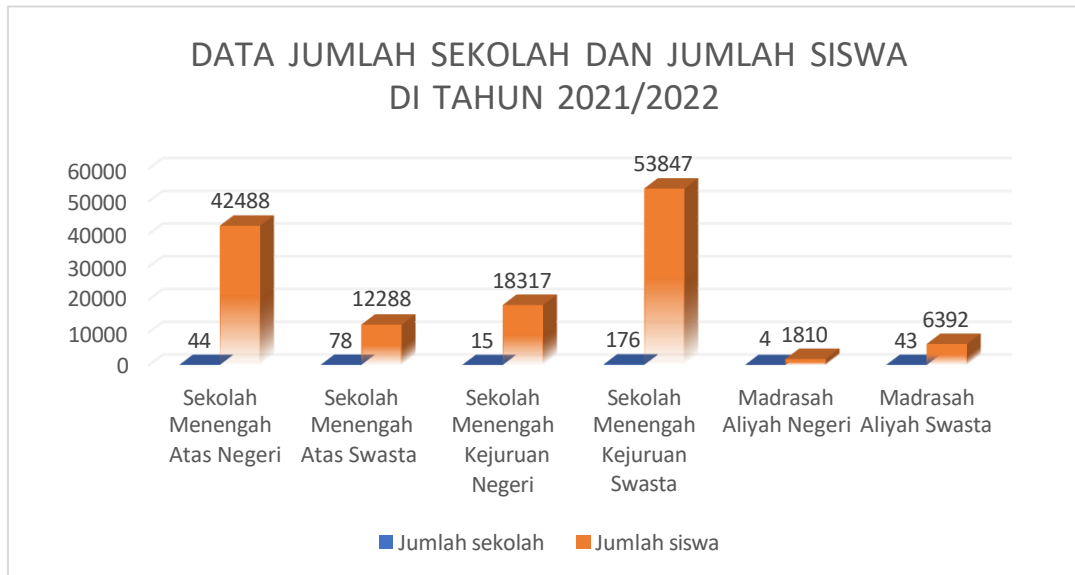


Figure 1. Data on the Number of Schools and the Number of Students in Bekasi Regency for 2021-2022
(Source: Bekasi Regency in Numbers, 2022)

From the picture above, it can be seen that the number of public and private high schools, vocational schools and MA in Bekasi Regency is $(44+78+15+176+4+43) = 360$ schools with the number of students $(42,488+12,288+18,317+53,847+1,810+6,392) = 135,142$ students (figure 1.5 Districts in 2022 Figures). If it is assumed that the number of students of 135,142 are students of grades X to XII, to obtain the number of graduates in the 2021/2022 Academic Year as many as $135,142 : 3 = 45,048$ students, these are fresh graduates. If referring to the Gross Participation Rate (APK) of Bekasi Regency in 2022 of 30.78% (BPS West Java), then it can be determined that the market potential of fresh graduates who will continue to higher education is 30.78% from 45,048, which is 13,866 people. As an illustration of the number of labor force graduated from high school / K and have worked in 2019 are as follows:

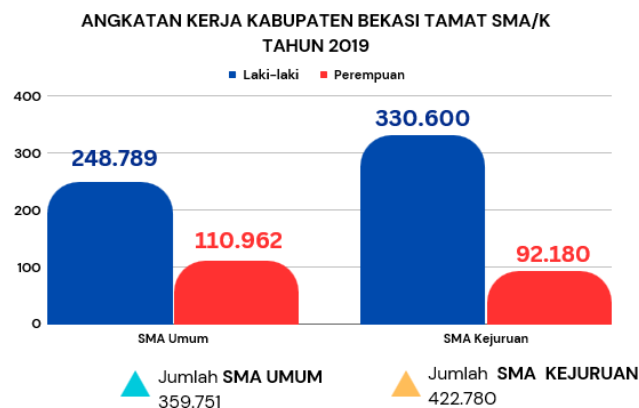


Figure 2. Bekasi Regency Labor Force Graduated from High School / K in 2019
Source: BPS Kabupaten Bekasi

A total of $(359,751+422,780) = 782,531$ people are workers who graduated from high school/ K non-fresh graduates who are working and have the potential to improve their qualifications by taking education to the higher education level. Assuming that there are 5% who want to continue their higher education, the potential for non-fresh graduates is $(782,531 \times 5\%) = 39,126$ people. Thus, the total potential of prospective students is $13,866 + 39,126 = 52,992$ people.

Based on the background above, namely that Bekasi Regency which has 10 industrial estates and more than 2,553 companies which is the largest industrial estate in Southeast Asia, as well as the number of growth of prospective fresh graduate and non-fresh graduate students, there is an opportunity that is quite interesting and has the potential to develop in the future. On the one hand, based on data from the Central Statistics Agency (BPS) of West Java Province, the unemployment rate of graduates of the Diploma Three and Bachelor Programs is still very high, this among others occurs because the competencies possessed by graduates are not in accordance with the qualifications requested by the company and also there is a decrease in the number of vacancies because they are still in the economic recovery period after the Covid 19 pandemic, So that there is a gap between the number of vacancies and the number of job seekers and in the end competition for jobs becomes tighter. This makes it an opportunity for universities to build and develop a university in the Bekasi regency area whose graduates are able to compete in the world of work to meet customer needs and qualifications (users / users of graduates and prospective students).

Bina Insani University which already exists in Bekasi City fills these opportunities by building and developing Bina Insani University in Bekasi Regency which has advantages, namely by equipping graduates in to competencies based on main Hard Skills, Additional Hard Skills and Soft Skills Competencies addition (Iskandriani et al., 2023). Therefore we will start by doing our customer analysis (Sudirjo et al., 2024). Our customers include: Primary Customer namely User (graduate user) and Secondary Customer namely prospective students (Ray et al., 2019). Primary customer as our customer, who will use graduates from study programs at Bina Insani University, namely Management, Accounting, Information Engineering, Information Systems, Software Engineering and Information Management with the target company using minimum graduates for staff level with a minimum salary of Bekasi Regency / City Minimum Wage (UMK). For secondary customers, namely prospective students who need a place to study in accordance with their choice of study program to obtain competence as a provision to enter DUDI and obtain a comfortable and expected learning experience.

RESEARCH METHODS

This study used qualitative research methods. Qualitative research is a research method that focuses on an in-depth understanding of a particular phenomenon or context. This approach tends to be descriptive, where the researcher seeks to understand the complex aspects of a subject or event. This method emphasizes in-depth interpretation and analysis of qualitative data such as interviews, observations, and other non-numerical data, to uncover and understand differences, nuances, or patterns in the context under study. The main objective of qualitative research is to gain a deep and contextual understanding of the observed phenomena, as well as gain broader insight into how things are viewed from the perspective of the individuals or groups involved (Harahap, 2020). Data collection techniques in this study used literature studies and observation. The data that has been collected is then analyzed thematically.

RESULTS AND DISCUSSION

Physical Construction of Bina Insani University Campus Building Cikarang Campus

The construction of the Bina Insani University Building, Cikarang Campus is based on the Regulation of the Minister of Education and Culture Number 7 of 2020 concerning the Establishment, Change, Dissolution of State Universities, and the Establishment, Change, Revocation of Private University Licenses Part Three concerning the Opening and Closing of Study Programs Outside the Main Campus articles 29 to 35. Previously, Bina Insani University had operated in Bekasi City with the Decree of the Minister of Higher Education, Research and Technology Number 803 / KPT / I / 2019 dated September 10, 2019. To take advantage of existing opportunities such as the potential of fresh graduates and non-fresh graduates as described in Chapter I, it is considered necessary to develop the campus with the stages of campus establishment as explained in table 1 about the stage of physical construction of campus buildings and table 2 about the stage of implementing learning operations which certainly cannot be separated from the Establish long – Term Objectives , which are as follows:

Table 1. Construction Phase of Bina Insani University Building, Cikarang Campus

No	Activity Stage	Executive
1	Managing Building Permits (IMB)	Organizing Body
2	Build facilities and infrastructure on a minimum land area of 10,000 m ²	Organizing Body
3	Provide lecture space of at least 1 (one) m ² per Student	Organizing Body
4	Provide a permanent lecturer room of at least 4 m ² per person	Organizing Body
5	Provide administration and office space of at least 4 m ² per person	Organizing Body
6	Provide at least 200 m ² of library space, including reading rooms that must be developed in accordance with the increase in the number of students; as well as a collection of books of at least 200 (two hundred) titles per study program in accordance with the field of science and technology of the study program;	Organizing Body
7	Provide laboratory space, computers, and practicum and/or research facilities according to the needs of each study program	Organizing Body

Source : Management of Bina Insani University

Implementation of Learning Operations

Table 2. Stage of implementation of learning operations

No	Activity Stage	Executive
1	Managing permits for the Establishment of Study Programs Outside the Main Campus (PSDKU)	Organizing Body

No	Activity Stage	Executive
2	Conducting soft launching activities and public relations and admission activities throughout the year	Governing Body
3	Ensure the availability of lecturers with a number in accordance with the adequacy ratio of the number of lecturers according to government requirements	Organizing Body
4	Ensure the availability of education personnel with a minimum of 2 people per study program	Organizing Body
5	Organizing academic and non-academic activities in accordance with the established Work Plan and Annual Budget.	Governing Body

Source : Management of Bina Insani University

Service Design

Product and Process Design

The services offered by Bina Insani University are higher education services for undergraduate and diploma programs three and in the future developed into master programs that have additional hard skills and soft skills curriculum measured through national or international certification and are competent in their respective study programs. This competence is certainly in accordance with the needs of DUDI. The study program owned by Bina Insani University is a study program that is relevant to the needs of companies in the Bekasi Regency Industrial Estate, the majority of which are manufacturing companies (Wiladiyah et al., 2023). Products provided by Bina Insani University for primary customers are superior, professional and global quality graduates designed to meet the needs of the industrial world for skilled and work-ready workers in the Bekasi Regency industrial area.

Layout and Flow of Educational Services

In the concept of Lean Business Canvas services about Unique Value Proposition, namely producing graduates who are ready to work according to the needs of DUDI (Yudiarso et al., 2023). by providing higher education services that produce graduates who have international certifications for English and Computers, Learning management system (e-campus), Learning Acceleration Program, Bina Insani Career (BIC) Division, Some programs provide the best educational facilities. Therefore, Bina Insani University makes a service blue print in accordance with the design of business process services starting from prospective student registration, selection tests, pre-lectures, lectures, outputs and outcomes as illustrated in the flow below:



Figure 3. Layout of Bina Insani University Education Services

Source: Management of Bina Insani University

Registration

Prospective students/applicants attend/visit the University's social media and are handled by presenters (according to the SOP for handling applications). Here the application will be explained about Bina Insani University products including; Study programs, facilities, student activities, accreditation status and tuition fee requirements and details (Kusumojati et al., 2024). Furthermore, prospective students register by paying the registration form fee, preparing requirements in the form of Photocopy of KTP, photocopy of KK, Photocopy of legalized diploma and photo pass and collecting complete requirements as a condition for taking the Screening Exam (according to the SOP for new student registration).

Selection Test

Prospective students take the Entrance Screen Examination which consists of 3 (three) test subjects, namely General Knowledge, English and Mathematical Logic through offline or online (according to the SOP for the implementation of the Entrance Screen Exam). Prospective students are graduated and issued a graduation letter in which the due date for re-registration is stated and given a payment agreement letter for the first 1 year (Waltenbury et al., 2018). Prospective students re-register by paying 50% of the building fee, alma mater fee and student fees and first-year insurance (according to the SOP for new student registration).

Pre College

At this stage, students are scheduled to take part in pre-lecture activities in preparation for attending lectures (Daniel et al., 2019). This prelecture was held 4 times for three competencies, namely Computer, English, and Personality Development (Adnan, 2017). After that, before the lecture begins, all new students undergo Campus Introduction Orientation activities which contain systems, technology, regulations and managers of Bina Insani University . On this occasion, students were also given anti-drug briefings and national insights.

Lecture

At the lecture stage, students undergo face-to-face learning activities directly and also use the Learning Management System as a technology that can complement teaching and learning activities so that it becomes more effective with independent learning opportunities anywhere and anytime in addition to participating in compulsory face-to-face. This teaching and learning activity has been arranged in such a way as to be in accordance with the curriculum structure which has a semester lecture plan as a reference for learning activities. The curriculum set by Bina Insani University consists of hard skills competencies (core hard skills of the study program and additional hard skills) and soft skills. The core hard skills of the study program are based on Graduate Learning Outcomes. Additional hard skills are competencies that must be possessed for all graduates, namely Ms. Office abilities that are measurable through certification, digital marketing and B. English abilities that are measurable through TOEIC international certification. In addition, students are also given a curriculum that leads to soft skills competencies consisting of personality development, leadership, communication skills, entrepreneurship, persuasion & selling skills, and problem solving skills.

In the middle of the semester and the end of the semester, students undergo evaluation activities that determine graduation in certain courses in accordance with predetermined assessment standards. During this lecture, students are also given the opportunity to take part in student activities as a forum to channel student interests and talents.

Output

After students complete all their academic obligations, then students undergo graduation activities. During the graduation preparation process, the role of the Bina Insani Career Division for work placement has begun because it already has cooperation with companies located in the Bekasi Regency industrial area at the national and multinational levels. Before this job placement process, students are also provided with seminars related to job preparation, including tricks and tips on making an attractive CV and job interviews and career development. So that graduates are ready to follow the selection process carried out by the Company. Bina Insani Division already has a database of CV graduates who will be placed to work. The work placement process is carried out based on a priority scale, namely those who meet the requirements of the Bina Insani Div. will be assisted with work placement first.

The first step for this job placement process is that Div. Bina Insani receives job vacancy information from Company partners or vacancy information can also be received by picking up the ball asking about existing vacancies. Furthermore, Div. Bina Insani adjusts candidates to the qualifications requested by the Company and sends the candidate's CV to the Company's HRD to be subsequently scheduled to take part in the recruitment selection. Bina Insani Div. can also provide facilities if the Company will make a selection at Bina Insani University and also help coordinate candidates to attend the selection and in the end candidates will be accepted by the Company.

Outcome

To ensure the continuity of work from Bina Insani University graduates, graduates are given career improvement consultations. In this way, graduates can keep their jobs and have the opportunity to be promoted to higher positions so that there is recognition from the community for the quality of Bina Insani University graduates. To continue to know the status of graduates, tracer studies are carried out.

Process Technology

E-campus application

This application functions as a Learning Management System (LMS) that can be used by lecturers and students as a storage of teaching materials in the form of text, audio and video, assignments, discussions, attendance, LKBM, grades, evaluation of lecturer feedback and teleconference. This application can also be used as a storage of student financial transactions, student databases, and lecturer databases.

Work monitoring application

This application serves for employee attendance, arrival and return time, employee work productivity through daily to-do lists, employee monthly performance appraisals.

Knowledge Management Applications

This application stores individual reports of training activities participated in by employees so that other employees can also learn about them.

E-library apps

This application contains a collection of printed books and digital books as well as other library collections and can be used for book savings and loans transactions and other library collections.

E-logistics and e-asset applications

This application contains a list of logistics inventory and assets owned by the university as part of asset management activities.

Wireless Technology

This technology helps in making installations both wire and wireless internet in the campus environment.

Online Journal System

This application is required to manage online journals in each study program.

Operation Delivery

Supply Chain Management

Supply chain management carried out at Bina Insani University starts from SMA / K / MA and is equivalent as a source of producing prospective students who have good quality. Qualified SMA/K/MA graduates and equivalent then become **incoming students** from Bina Insani University. Furthermore, with leadership and management and supported by human resources, facilities and infrastructure, technology, funding, internally incoming students undergo learning experiences about various things in the science of their study program and hone talents in other fields that can support their quality until they graduate. **Graduates** or graduates are then absorbed by the world of work and industry as **employees** until they find success in their positions so that they get recognition from the community according to figure 6.8 below:



Figure 4. Higher Education Services Supply Chain
Source: Writing Team

In essence, the supply chain for higher education services consists of schools as producers of prospective students and employees of high school graduates who need further studies for career improvement, universities as places to empower students and the world of work and industry as places to receive college graduates. In supply chain management for higher education services, the role of SMA/K/MA and its equivalent in producing quality graduates is needed. The quality of SMA/K/MA/equivalent graduates will greatly assist Bina Insani University in producing good quality graduates so that the absorption of graduates in the business world and industry becomes greater and their career development becomes better.

Other supply chains besides school entities are a team of lecturers within Bina Insani University and a team of instructors from the Business and Industrial World to support the implementation of the teaching factory. The existence of this lecturer team contributes to producing excellent, professional and global quality graduates. Other supply chains are education staff, laboratory assistants and librarians who support the implementation of higher education tridharma activities. Both the lecturer team and education staff are managed by the management team in an effort to produce graduates in accordance with the vision of Bina Insani University with an adequate number in accordance with applicable regulations.

Inventory Planning & Control

As explained earlier that SMA / K / MA and equivalent are suppliers of students in higher education services (Ali et al., 2016). The sustainability of this supply chain is strongly influenced by the economic situation (Centobelli et al., 2021). In a good economic situation, people's purchasing power is relatively high so that interest in college is increasing (Allal-Chérif et al., 2024). Thus the supply of prospective students can be planned and controlled properly. In addition, the high absorption of graduates in the world of work and industry is absolutely full of planning and controlling the inventory of prospective students. College graduates who are successful in their careers will receive public recognition. The absorption of the world of work and industry and this community recognition will ensure planning and control of the availability of prospective students due to the reputation of the university. The following is the planning and control of prospective student inventory as the following table:

Table 3. Inventory Plan and Control

No	Status	Percentage	Year				
			1	2	3	4	5
1	Applicants		2.337	2.628	2.910	3.200	3.535
2	Registrar	25% Applicants to become registrants	584	657	728	800	884
3	Entrance Screen Examinees	90% Registrants become Examinees	526	591	655	720	795
4	Pass the Entrance Screen Exam	90% Participants pass the exam	473	532	589	648	716
5	Registration as a Student	95% Participants pass the exam to become students	450	506	560	616	680
6	Number of students after Drop Out	15% every year	67	76	84	92	102
Student Body			382	430	476	523	578

Source: Bina Insani University Management Team

Meanwhile, controlling the availability of the Teaching Team from Bina Insani University is carried out by ensuring the adequacy of the ratio of the number of students and lecturers. For the teaching team from the business world and industry recruited through their industry networks.

Quality Management

To ensure the quality of management, an Internal Quality Assurance System is implemented by setting national standards for higher education and standards for higher education (Mursidi et al., 2019). The National Higher Education Standard consists of 8 educational standards, 8 research standards, 8 Community Service standards while the past standards consist of Vision and Mission standards, Organization Management, SPMI Management Standards, Cooperation Standards, Student Standards, Facilities and Infrastructure Standards, and Financial Standards. Each standard has a quality manual. The standards that have been determined are then carried out in achievement, evaluated through Internal Quality Audit activities to determine the level of conformity of standards with the implementation of standards to find good practices or bad practices. Audit results are submitted at the Management Review Meeting to recommend Corrective Action from audit findings as a control effort. For standards that have been met consistently, it is recommended to increase standards in the next academic year. This concept is called Standard Setting, Standard Implementation, Standard Implementation Evaluation, Standard Implementation Control, and Standard Improvement. Or called PPEPP.

In addition to SPMI implementation activities, routine activities are also carried out to measure the level of satisfaction of students, lecturers, and education staff on campus management, research management, management of PKM activities, adequacy of facilities and infrastructure, and evaluation of teaching lecturer feedback submitted by students to management through the e-campus application. Furthermore, regarding satisfaction measurement, measurement can be delivered using census sampling techniques where the measurement instrument adopts service quality dimensions consisting of Physical Evidence, Reliability, Responsiveness, and Assurance which are analyzed with Importance – Performance Analysis to find the level of conformity between the level of importance and the level of performance in percentage. The higher the percentage obtained, the higher the level of respondent satisfaction.

CONCLUSION

The operational plan for the business development of Bina Insani University at the Cikarang campus has been carefully prepared. These operational planning stages involve several aspects, such as the physical construction of the Bina Insani University campus building at the Cikarang Campus, the implementation of learning operations, as well as service design and operational implementation. All these stages are carefully arranged to ensure that operational planning can run smoothly and efficiently.

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