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**HUMAN RESOURCES PLANNING STRATEGY FOR SELECTION OF PRATAMA
HIGH LEADERSHIP
(CASE STUDY OF THE PROVINCIAL GOVERNMENT OF DKI JAKARTA
THE YEAR 2017, 2018, 2019)**

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ABSTRACT

To be able to provide quality public services, one of the important and strategic elements is the Pratama High Leaders. Civil servants as part of ASN as in Law Number 5 of 2014 concerning ASN states that one of their functions is as public servants. The importance of the leadership role in public services requires the government to have a system of filling positions that is capable of producing leaders who have integrity are professional, neutral, and free from political intervention, free from the practice of KKN.

The research objective was to determine the planning strategy in the selection of Pratama High Leadership in the DKI Jakarta Provincial Government in 2017, 2018, and 2019. The research method used a qualitative approach with a case study method.

The results showed that planning in the 2017 selection used a talent management approach while planning in the 2018 and 2019 selections used of open selection.

The planning stages in 2017, 2018, and 2019 refer to Government Regulation Number 11 of 2017 concerning Management of Civil Servants consists of the stage of determining the Pratama JPT to be filled in; the formation of a selection committee; preparing and determining the schedule for the stages of filling out the Pratama High Leadership; determining the selection method and preparing the selection material, and determining the system used at each stage of the Pratama High Leadership filling.

Keywords: *Planning, Selection, Talent Management, Open Selection, Pratama High Leadership*

Abbreviation: *UU (statute)*

PP (Government Regulation)

Pemprov DKI Jakarta (Provincial Government of the Special Capital Region of Jakarta)

ASN (State Civil Apparatus)

PNS (Civil Servants)

JPT Pratama (Pratama High Leadership Position)

PPT Pratama (Pratama High Leadership)

HR (Human Resources)

KKN (Corruption, Collusion, and Nepotism)

PRELIMINARY

² In-Law Number 25 of 2009 concerning Public Services, it is stated that the state is obliged to serve every citizen and population to fulfill their basic rights and needs within the framework of public services which is the mandate ² of the 1945 Constitution of the Republic of Indonesia. To be able to provide quality public services is one of the things that important is the element of human resources as executor of public services. In-Law Number 5 of 2014 concerning it is stated that ASN Employees, among others, function as public servants. One of the duties of ASN employees is to provide professional public services, free from political intervention, and free from KKN practices. One of those who organize public services is an official ¹² who works in the organizing organization in charge of carrying out an action or series of public service actions. The leading function that is owned by Pratama High Leadership is the thing very important and very strategic in Public Service.

Attention to the existence of public services has become a top priority for the government because this has created problems in society. The hope is that the government will be able to show optimal public services and at the same time ward off negative images about the government so far (A. Rivai, 2013) since the government's efforts to reform the bureaucracy in various ways to be able to provide the best service to the community. Even today, public service has become an important measuring tool for bureaucratic performance. (Rusdan, 2017). This is in line with an opinion (Sutjiatmi, 2015)if the bureaucracy is good, then all matters relating to direct society will certainly run well too. Therefore, the increasing demands of the community to get services so that government service to the community is an important mission for the government so that people feel satisfied(Rusdan, 2017).

However, in reality, the poor performance of the government in public services has become a bad stigma in society. The bad stigma of public services does not seem to have changed significantly since the reformation began. The bureaucracy along with public

officials still seems to maintain a culture instead of developing a new culture of service to citizens. Service providers still show their face as a ruler in front of citizens, not as service providers who always listen to the aspirations of citizens as users (Agus, 2019). Furthermore, according to Agus, (2019), Corrupt behavior still colors the behavior of the public service bureaucracy. Such a bureaucratic condition is described as a sick or pathological bureaucracy. In his scientific oration in a series of ITB Open Session events, Minister of PAN and RB Azwar Abubakar stated that problems related to the bureaucracy in Indonesia, which are shown by the high level of corruption, the low level of public services, and the low capacity and accountability of organizational performance. The main causes of the low quality of the bureaucracy can be grouped based on 1) Regulations, 2) Organization, 3) (HR) and 4) Government Management. Meanwhile, the main problem of the human resources of the state apparatus is the unbalanced allocation in terms of quantity, quality, and distribution of civil servants according to the territory (region), and the level of productivity of civil servants is still low. Human resource management of the apparatus has not been implemented optimally to improve professionalism, employee performance, and organization. This is due to the recruitment and promotion process which is not based on meritocracy, but on friendship, family, and politics. Such recruitment and promotion systems have led to the flourishing of a culture of KKN which is very thick in the bureaucracy.

The root of the problem of poor state employment in Indonesia according to Prasojo (2006) in principle consists of two important things, namely the internal problems of the state staffing system itself which consists of recruitment, payroll and rewards, performance measurement, promotion, and supervision. Apart from internal problems, other problems arise from external problems that affect the function and professionalism of the state employees, including the issue of politicization of the bureaucracy. Regarding employee recruitment, according to Prasojo, (2009) that the recruitment process has not been carried

out professionally and is still related to relationships of collusion, corruption, and nepotism, as well as strong regional egoism (prioritizing local sons without considering the quality). It is common knowledge that the recruitment process is carried out through bribery, friendship, and affiliation. Such a culture will only produce bureaucrats whose morals are not maintained and whose competence is inadequate.

According to the National Civil Service Agency, there were recorded around 2,357 Civil Servants (PNS) who had legal problems and held positions in local government spread across various government agencies, both Central and Regional Agencies. They have the status of suspects, defendants, or convicted in the case of Corruption Crime and occupy various positions ranging from staff to Senior High Leaders (Dewi, 2018). According to ¹⁴ Saldi Isra, a Professor of Constitutional Law, Andalas University, Padang, revealed that the appointment of former corruption convicts as public officials has seriously injured the corruption eradication movement. The promotion makes the punishment for corruptors lose its deterrent effect. For that, the regional head who raised them must remove them immediately. Ade Irawan, a political corruption researcher with Indonesia Corruption Watch, assesses that regional heads who promote former corruption convicts should be suspected of having hidden agendas. The promotion may become part of the political transaction after the regional head elections. Their appointment is a political reward for helping the regional head get elected. It could be that the promotion is part of the regional head's efforts to secure economic and political interests. A regional head who is clean and committed to anti-corruption will not appoint a former corruptor as his assistant. This shows that the regional head is defying the central order to build an anti-corruption commitment. The move by several regional heads to appoint former corruption convicts to become public officials is also a form of corruption. This is because the appointment is almost certainly not using professional moral and credibility considerations (Kompas, 2016).

Based on the Annual Report of the Ombudsman of the Republic of Indonesia for 2017, 2018, 2019, based on the province of origin of the reporting party the level of public awareness, also shows the quality of service that must receive attention, efforts to accelerate improvements in terms of human resources, infrastructure support, and mechanisms or procedures for services. 2017 year The DKI Jakarta Provincial Government ranks first, namely 1,118 reports (13.65%), in 2018, it fell to fourth place with the number of reports of 308 reports (14.44%), and in 2019 ranked first with the number of reporters of 389 reports (5.75%), this shows that in 2018 there were improvements made by the DKI Jakarta Provincial Government related to the implementation of public services. But in 2019 men occupied first place again in terms of the number of reports of 551 reports (8.99%).

Apart from getting poor ratings in providing services, many DKI Jakarta Provincial Government officials are involved in corruption. Based on data (Transparency International Indonesia, 2015) in 2013 in the DKI Jakarta Provincial Government 10 officials were suspected of corruption, including corruption in the procurement of large VVIP toilets and small toilets, mark up (inflating) of budgets in project procurement, cases of misuse of project budgets. electricity in the Thousand Islands, making a 2012 fictitious accountability report, a corruption case in the processing of permit fees to the applicant. Cases of misuse of the project budget for the procurement of surveillance cameras or CCTV and their supporting facilities at the National Monument (Monas). In 2014, the involvement of officials in the Provincial Government of DKI Jakarta in corruption occurred again,

To ensure the availability of officials who can work professionally and have competence in local government activities, the DKI Jakarta Provincial Government made a breakthrough by selecting Pratama High Leadership. To realize good, efficient, effective, and quality public services, of course, it is necessary supported by the existence of human resources who are professional and competent in their fields (Komara, 2019). Saputra (2013);

Lasut (2014) an organization can run effectively if management functions such as planning, can run as it should. According to Hasibuan, (2013) HR planning aims to determine the quality and quantity of employees who will fill all positions in the organization and ensure the availability of current and future workforce so that every job is done. Aslam et al., (2013) The main goal of HR planning is to ensure that employees have the best level of interaction with their jobs. As explained by Samwel (2018) HR planning plays an important role in translating organizational goals by determining the HR needed by the organization to achieve its strategic goals. Based on this, the researchers tried to study how the HR planning strategy was related to filling JPT in the DKI Jakarta Provincial Government.

RESEARCH METHODOLOGY

The research approach used in this is a qualitative approach with a case study model. Cresswell, (2015) case study is a qualitative approach in which researchers explore real-life, contemporary limited systems (cases) or various limited systems (various causes), through detailed and in-depth data collection involving multiple sources of information or multiple sources of information (for example, observations, interviews, audiovisual materials, and documents and reports), and reporting case descriptions and case themes. The unit of analysis in a case study can be multiple cases (multi-site study) or a single case 1 (an on-site study). Then according to (Yin, 2014) in general, a case study is a more suitable strategy if the main question of the research is how or why, when the researcher has little opportunity to control the events to be investigated, and when the focus of his research lies on contemporary (present) phenomena in the context of real life. The triangulation technique is used for data collection by combining various data collection techniques and existing data sources. According to Sugiyono (2012), triangulation is divided into two, namely, technical triangulation and source triangulation. Technique triangulation is carried out by researchers by collecting different data from the same source through in-depth interviews and

documentation, while triangulation of research sources, researchers get data from different officials or employees. The data analysis technique was carried out the following and (Cresswell, 2015) starting with preparing and organizing data for analysis,

RESULTS AND DISCUSSION

The HR planning process for the selection of Pratama High Leadership for DKI Jakarta Province is carried out by the Regional Personnel Agency the following their duties as administrators of regional civil service management In carrying out the planning process between 2017 and 2018 and 2019, several things need to be observed.

HR planning for 2017

The HR planning process for the 2017 Pratama High Leadership Selection at DKI Pemprov was carried out using a talent management approach. The use of a deep talent management approach is a breakthrough step taken by the DKI Jakarta Provincial Government in managing HR. According to Pella and Inayati (2011: 81), talent management is a business process to ensure a company fills key future leaders and positions that support the company's core competencies (unique skills and high strategic value). The benefits of talent management include placing the right people in the right place, retaining highly talented employees. This planning process begins with determining the position to be selected with conducts a job inventory, then performs a job analysis to find out information about the job description, job specifications and determines the positions and talent criteria, then analyzes the available human resources and the required analysis. Sebagaimanan obeys Capelli (2008) The stages of the talent management process include determining talent criteria, this step clarifies key positions, the most important positions, and the positions that have the highest risk or positions related to the project as the target of the development program in management talent management program. After that, a series of activities were carried out to determine the criteria for qualified prospective leaders in the company at each

level and position, which contained personal character qualities, business, and functional knowledge, career experience, performance, and potential assignments.

Position inventory is carried out on all Pratama High Leadership nomenclature contained in the organizational structure. Due to the selection with a talent management approach that has been started since 2016, the inventory of positions obtained in 2017 is position- positions that have not been made an open selection in 2016. Based on the inventory, positions are determined which are grouped into 4 (four) clumps of positions to be selected including the Development and Environment clusters, the Government clusters, the People's Welfare clumps, and the Economic groups, referring to Governor Regulation Number 272 of 2014 concerning Competency Standards for Pratama High Leadership Positions. and Administration Position. This shows that the implementation of talent management in planning has not been specific because it has not determined positions such as key positions or positions, the most important positions, and positions that have the highest risk.

Furthermore, continued done Job analysis to obtain a job description containing the position code, job summary, job descriptions, work materials, work tools including work results, responsibilities of the position, authority, job correlation, work environment conditions, and the risk of hazards faced and other information. In addition to producing job descriptions, the job analysis carried out also produces job specifications that contain HR competency information needed to fill the position, such as education, training, work experience, requirements, knowledge, skills, physical and mental requirements then also age and gender requirements and other information. According to Dessler (2014), job analysis is a procedure used to determine the duties of a position, as well as the exact HR specifications to fill the position. Furthermore, the results of job analysis are job descriptions and job specifications. A job description is a document that contains information about work

activities that must be completed by a position, specific behavior expected by a position, equipment, machines, tools used, materials processed, and performance standards in quantity and quality, as well as the context of work and HR requirements needed to occupy a position. Next, in addition to job specifications, it is also determined based on talent criteria that refer to the DKI Jakarta Governor Regulation Number 272 of 2014 concerning Competency Standards for Pratama High Leadership and Administrative Positions.

Based on the position inventory, position analysis, and talent criteria, then an analysis of organizational needs is carried out on Pratama High Leadership HR throughout all civil servants within the DKI Jakarta Provincial Government who meet the requirements, thus, planning with talent management will provide information about the qualifications, competencies possessed by DKI Jakarta Provincial Civil Servant, as well as knowing the availability of DKI Jakarta Provincial Civil Servant in filling out Pratama High Leadership at that time and in the future. Following the (Nawawi, 2011) one of the ways to do HR planning in non-profit organizations in the government sector is in the form of medium-term HR planning, which is to fill in predictions of job vacancies between the next 2 to 5 years. The realization is to balance needs with internal inventory based on the results of volume and workload analysis which can be known through the results of HR audits and accurate information on the results of job analysis. In tune with (Siagian, 2016) that the benefits of HR planning include the organization being able to better utilize existing human resources in the organization. It is natural that when a person makes decisions about the future he wants, he departs from the strengths and abilities he already has now.

Although the process is based on a talent management approach, the stages refer to PP 11 of 2017 concerning Civil Servant Management which includes a) determining the JPT to be filled in, b) forming a selection committee, c) compiling and determining the schedule for

the JPT filling stages, d) determining the selection method and preparation of selection material and e) determining the system used at each stage of filling out JPT.

Based on the description above, the planning process and stages can be described as HR for the Pratama High Leadership selection in 2017 as follows:

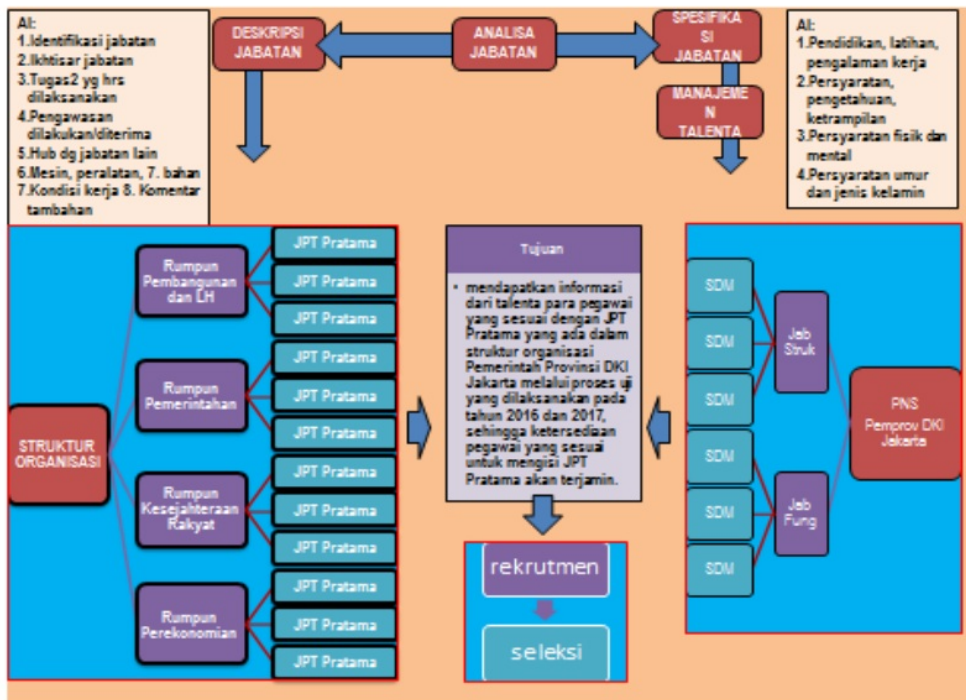


Figure 1 The 2017 Pratama High Leadership Selection HR Planning Process with a Talent Management Approach

While the HR planning stages for the Pratama High Leadership selection in 2017 are as follows:



Figure 2 Stages of HR Planning for Selection of Pratama High Leadership 2017 year

HR planning in 2018 and 2019

For years in 2018 and 2019, in carrying out the selection, Pratama High Leadership does not use talent management but uses open selection for Pratama High Leadership which refers to ¹⁷ Government Regulation Number 11 of 2017 concerning PNS Management. In determining the Pratama High Leadership which will be filled by inventorying all Pratama High Leadership based on the nomenclature of vacant positions in 2018, 2019 because the official holding the position has retired or the position will be vacant because the official will retire, or which is vacant because the official is undergoing rotation, which results is in 2018 Pratama High Leadership will be selected for 14 positions, while in 2019 there will be 17 positions. This corresponds to Siagian (2016) that professional planners in the field of manpower in an organization must also take into account the employment situation in the organization concerned. One of them is the internal labor situation that is not in a static position with various causes, namely retirement, due to termination of employment, an employee who dies, and because an employee takes a long leave outside the responsibility of the organization. Apart from taking into account the internal labor situation, data and

documents are also used staffing such as employee data, job maps, job analysis, job qualifications, and official competencies as well as other supporting data and documents for the position to be filled. As is according to Nawawi (2011) HR planning within non-profit organizations in the field of government can be done in the form of short-term HR planning, to fill vacancies in prioritized positions/jobs in the next year. The definition is prioritized mainly from the need for the implementation of the main tasks, which will be hampered if it is not filled immediately, which results in a halt to public services in certain fields. Likewise according to Rivai (2013) In HR planning, the main steps taken include planning for procurement and selection or suspension, how the company can achieve the number of human resources it will need.

Thus the open selection system only guarantees the availability of workers needed today, this is not in line with Hariandja in Yani, (2012) that the goal of HR planning is availability HR required for the implementation of tasks in the future and it is very important to ensure that the organization's activities can be carried out properly. Or obeyHasibuan, (2013) that planning HR has objectives, among others 1) to determine the quality and quantity of employees who will fill all positions in the company, 2) to ensure the availability of present and future workers, so that every job is done.

Although planning in 2018 and 2019 uses personnel data and documents such as employee data, job analysis, job qualifications, and official competence as well as other supporting data and documents. However, the result of talent mapping data is in the form of nomination data according to the clumps that are arranged into 9 performance boxes (talent pool).in 2017 is not used as an ingredient for an open selection. This shows that there is no alignment of planning in using the results of previous activities as material for subsequent planning in supporting the effectiveness and efficiency of time and budget. And the role of planning in the open selection system for Pratama High Leadership is not maximized. This

shows that planning is not long-term but based on needs when the selection is made. Werther and Davis (1996) HR planning is systematic planning to predict future employee needs (demand) and availability, both in number and type so that the HR department can plan recruitment, selection, training, and other activities. well. Then according to Handoko (2014) suggests that planning HR is a series of activities carried out to anticipate future business and environmental demands for the organization to meet the workforce requirements caused by certain conditions.

Process Planning in 2018, 2019 can be described as follows:

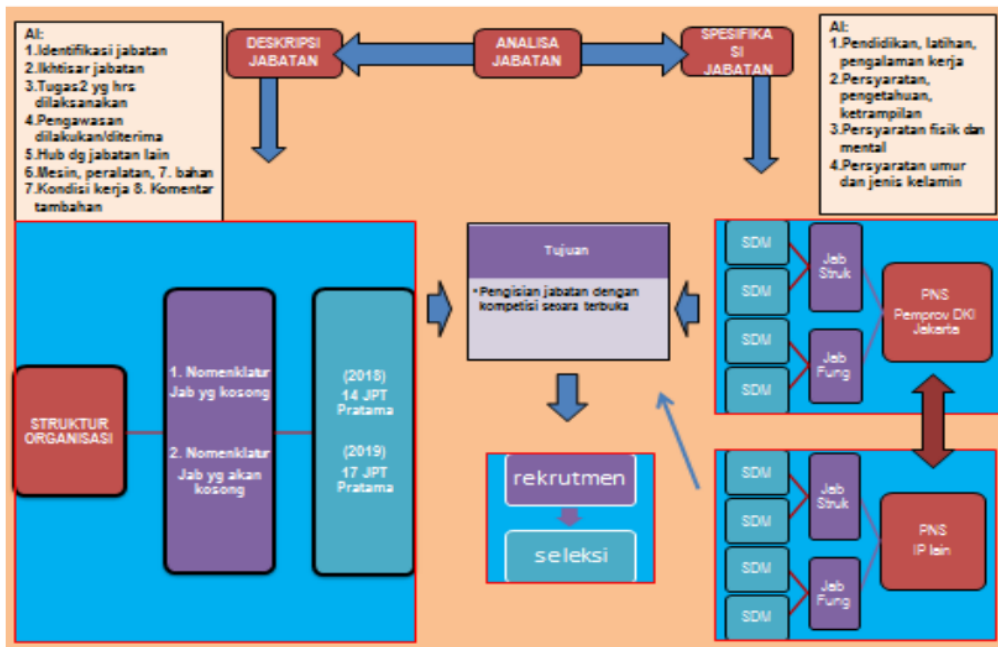


Figure 3 The Open Selection Pratama High Leadership HR Planning Process in 2018, 2019

Similar to the stages in 2017, the planning stages in 2018 and 2019 refer to PP 11 of 2017 concerning PNS Management which includes a) determining the JPT to be filled in, b) forming a selection committee, c) compiling and determining the schedule for the JPT filling

stages, d) determining the selection method and preparation of the selected material and e) determining the system used at each stage of the JPT filling.

As for stages in 2018 and 2019 can be described as follows:



Figure 4 Stages of Open Selection Pratama High Leadership HR Planning 2018, 2019

Planning Strategy HR for Pratama JPT Selection

This planning strategy was built to minimize the weaknesses of the approach to talent management and the open selection approach, namely by planning with talent management combined with open selection.

Because to improve public services, in this HR planning strategy an inventory step positions are carried out in addition to being grouped based on field clusters in government organizations as well as by determining positions such as key positions or positions, most important positions, and positions that have the highest risk in public services. Inventory carried out on all Pratama High Leadership nomenclature contained in the organizational structure. Furthermore, a job analysis is performed and determines the talent criteria according to the objectives for public service.

Based on the job inventory, position analysis, and talent criteria, then an analysis of organizational needs is carried out on Pratama High Leadership HR throughout all civil servants within the DKI Jakarta Provincial Government who meet the requirements, who Information about the qualifications, competencies of DKI Pemprov Civil Servants will be obtained, as well as knowing the availability of Pemprov PNS in filling out the Pratama High Leadership at that time and in the future.

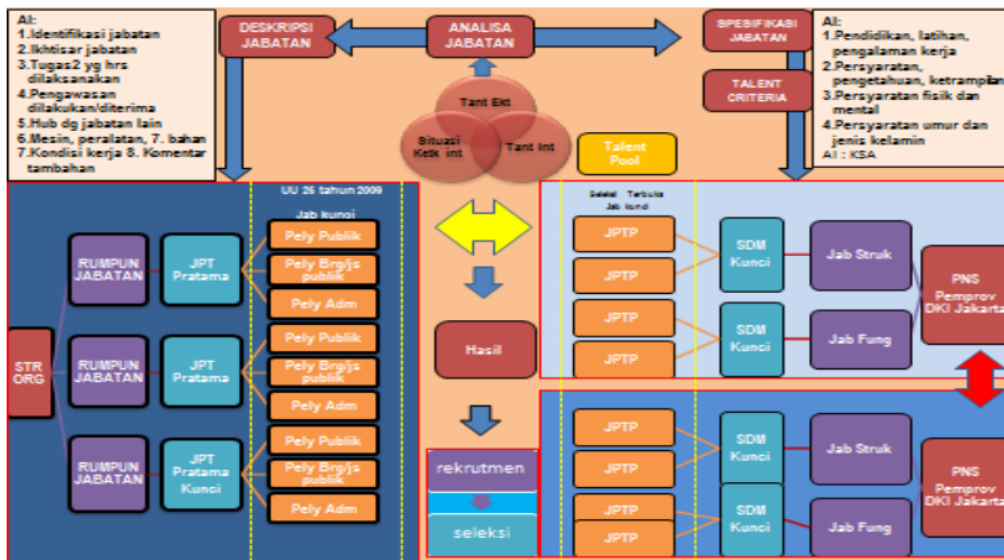


Figure 5 Pratama High Leadership Selection HR Planning Strategy

As for the stages, it still refers to PP 11 of 2017 concerning Civil Servant Management which includes a) determining the JPT to be filled, b) forming a selection committee, c) compiling and setting a schedule for the JPT filling stages, d) determining the selection method and preparation of selection material and e) determining the system used at each stage of the JPT filling.

CONCLUSION

This research concludes that the HR planning strategy for selection of Pratama High Leadership Position in the DKI Jakarta Government for 2017 uses a talent management approach which, although it has not been implemented as a whole, especially in determining positions, but provides information on the availability of human resources for the short and medium-term. Whereas for the HR planning strategy, the selection of Pratama High Leadership Positions in 2018 and 2019 with open selection was carried out with open competitions but only provided information on the availability of HR for the short term

The planning strategy to minimize each of these weaknesses can be done by combining talent management with an open selection so that the strategy for planning the Pratama High Leadership selection to be carried out in an open competition and providing information on the availability of short and medium-term human resources.

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