

The Influence of Laboratory Management on the Productivity of Health Laboratory Installations at Bandung Kiwari Hospital

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ABSTRACT

A regional general hospital is a health service center owned by a region. There are many types of service issues, one of which is laboratory installation, namely how diseases can be diagnosed early. The infrastructure must be complete because services are not only internal but also external to the MCU (Medical Check Up). Of course, this is something that is very important, both for government institutions as well as other institutions such as educational institutions and others that employ staff, but the service has not been carried out optimally, so internal human resources need to be developed much better regarding effectiveness and efficiency in work which must be optimized. Therefore, this research aims to identify the influence of management on service and provide input regarding MCU marketing. The research method used is a quantitative method with a descriptive approach. The results of this research are that laboratory management influences the productivity of laboratory installations. This can be identified from the correlation between the dimensions of laboratory management and productivity, including the dimensions of planning and quality, the dimensions of efficient management, the dimensions of administration and effectiveness, the dimensions of security and efficiency, the dimensions of maintenance and quality, the dimensions of supervision and effectiveness.

INTRODUCTION

Bandung Kiwari Regional General Hospital (RSUD) is a hospital owned by the Bandung City Government which was previously the Bandung City Special Hospital for Mothers and Children (RSKIA) and is registered with the Indonesian Ministry of Health No. 3273260. RSKIA is located at Jl. Astanaanyar No. 224 Nyengseret Village, Astanaanyar District, which is a hospital belonging to the Bandung City Government as a Regional Technical Institution, was initially a community health center which was gradually developed into a hospital. RSKIA Bandung city has become a Regional Public Service Agency (BLUD) by implementing the financial management pattern of the Regional Public Service Agency (PPK-BLUD) in accordance with the decree of the Mayor of Bandung Number 900/Kep.066-DPKAD/2011 dated January 27 2011.

RSKIA was inaugurated by the Mayor of Bandung on December 30 2020 and began operating on January 16 2021. RSUD Bandung Kiwari is determined to provide complete services for the people of Bandung City, in accordance with the Vision and Mission of Bandung City, namely: Vision: Realization of a superior Bandung City, comfortable, prosperous and religious. Mission: Building a humanist, religious, quality and competitive society. The importance of health services is stated in the 1945 Constitution article 34 paragraph 2. The state develops a social security system for all Indonesian people based on Law no. 25 of 2009 concerning Public Services and Law 23/1992 concerning Health, Minister of Health Regulation no. 29 of 2013 concerning the Implementation of Health Examination Services for Prospective Indonesian Workers, Government Regulation no. 88 of 2019 concerning Occupational Health, Minister of Manpower and Transmigration Regulation no. 2 of 1980 concerning Health Examination of Workers in Implementing Work Safety.

In this regard, Health policy in local government in this case is a matter of policy implementation, in line with Grindle's opinion in Imas Sumiati (2021:131) that implementation is a general process of administrative action that can be researched at a specific program level. Apart from that, based on the perspective of policy problems, as stated by Edwards III in Imas Sumiati (2021:129), policy implementation is necessary because there are policy problems that need to be addressed and solved. Several private hospitals in Bandung City have implemented integrated medical check-up services and have special clinics. Seeing this, of course the Bandung Kiwari Regional Hospital, which is a regional hospital under the Bandung City Health Service and was only formed in 2021, is expected to have a special MCU clinic with more affordable rates. Meanwhile, the situation found in the field is that the Bandung Kiwari Regional Hospital does not yet have a special medical check-up clinic, thus affecting the service process for the community. In the book, Imas Sumiati (2022: 21) sees the problem above that it is necessary to develop human resources in laboratory installations, in this case when carrying out the process of building a special MCU clinic. Development here means training for hospital analysts, Bayhaqi (2020) in his research states that education and training can increase work productivity, whereas according to Imas Sumiati (2023: 124) accountability, religious values, harmony, competence, loyalty,

adaptive and collaborative is a behavior that must be had to increase the success of productivity and effectiveness of an organization or institution.

Of course, this is something that is very important, both for government institutions as well as other institutions such as educational institutions and others that employ staff, but the service has not been carried out optimally, so internal human resources need to be developed much better regarding effectiveness and efficiency in work that must be optimized. . Based on the problems above, researchers are interested in carrying out research entitled The Influence of Laboratory Management on the Productivity of Health Laboratory Installations at Bandung Kiwari Hospital.

THEORITICAL REVIEW

Laboratory management plays a critical role in the productivity and efficiency of health laboratory installations. This review aims to explore the theoretical foundations that underline the relationship between effective laboratory management practices and the productivity outcomes in health laboratories, particularly within the context of Bandung Kiwari Hospital.

Laboratory Management

Laboratory management involves the planning, organization, direction, and control of laboratory operations and resources to achieve optimal performance. It encompasses various aspects such as human resources, equipment, quality control, safety protocols, and workflow management.

Key Components of Laboratory Management

1. Human Resource Management : Effective recruitment, training, and retention of skilled laboratory personnel are essential for maintaining high productivity levels. Employee motivation and job satisfaction also play crucial roles in enhancing performance.
2. Equipment and Technology : Investment in modern and well-maintained equipment is vital for accurate and efficient laboratory operations. Technological advancements can significantly improve diagnostic capabilities and reduce turnaround times.
3. Quality Control : Implementing robust quality control measures ensures the accuracy and reliability of laboratory results. This includes regular calibration of equipment, adherence to standardized procedures, and participation in external proficiency testing programs.
4. Safety and Compliance : Ensuring a safe working environment and compliance with regulatory standards is crucial for preventing accidents and maintaining operational continuity.
5. Workflow Optimization : Streamlining laboratory processes through effective workflow management can reduce bottlenecks, minimize errors, and enhance overall productivity.

Productivity in Health Laboratories

Productivity in health laboratories refers to the efficiency with which laboratory services are delivered. It can be measured in terms of the number of tests performed, the turnaround time for results, the accuracy and reliability of test outcomes, and the cost-effectiveness of laboratory operations.

Factors Influencing Productivity

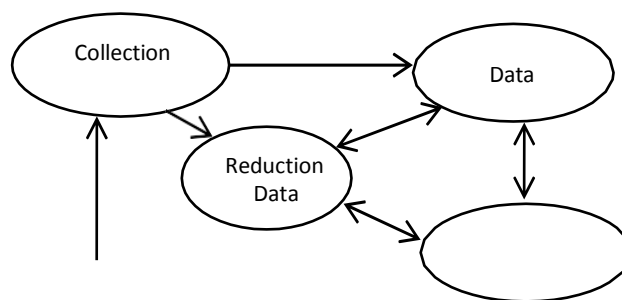
1. Staff Competence and Morale: Well-trained and motivated staff are more likely to perform efficiently and produce high-quality results.
2. Resource Availability: Adequate supply of reagents, consumables, and functional equipment is necessary to maintain continuous laboratory operations.
3. Process Efficiency: Optimized workflows and reduced procedural redundancies contribute to higher productivity levels.
4. Quality Assurance: Consistent adherence to quality standards ensures reliable and accurate results, which is a key aspect of laboratory productivity.

METHODOLOGY

The research method used is a qualitative research method, with a case study approach. In qualitative analysis, case studies use per-variable analysis tools which have been linked together and then analyzed based on observations and interviews.

1. Qualitative Data Analysis Process

- 1) Pre-Field Analysis Analyzes are carried out on data from preliminary studies, or secondary data, which are related to the research focus.
- 2) Analysis While in the Field This research uses the "interactive analysis" model from Miles and Huberman as visualized in the following figure.



Source: Data analysis components according to *Miles & Huberman*

Figure 3.1 Interactive Analysis Model from Miles and Huberman¹ Matthew B. Miles and Michael Huberman. (1992). *Qualitative Data Analysis*. Jakarta: UI-Press, p. 20.

Data Collection Technique

The data collection techniques used in this research are as follows:

1. Validity test

$$r_s = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}$$

Information:

Rho : Spearman's Rank Correlation Coefficient
d2 : Ranking squared

2. Reliability Test

$$r_{11} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right)$$

Information:

r11 = questionnaire reliability
k = number of questionnaire items
 Σ = amount of item variance

3. Simple Linear Regression Tes

$$Y = a + bX$$

$$a = \frac{(\sum yi)(\sum xi^2) - (\sum xi)(\sum xiyi)}{n \sum xi^2 - (\sum xi)^2}$$

$$b = \frac{n \sum xiyi - (\sum xi)(\sum yi)}{n \sum xi^2 - (\sum xi)^2}$$

RESULTS

Research Results

From the results of data collection using a questionnaire distributed using Google Form, 37 respondents were obtained. The data obtained was then carried out several tests, namely validity test, reliability test and regression test.

Validity test

After the questionnaires have been collected and checked and given a score, the next step is to carry out item analysis/validity tests which are calculated using the Statistical Product and Service Solution (SPSS) program. This program is useful in checking whether the questionnaire score data meets

the requirements for further analysis or not. If not, then the data needs to be dropped out (excluded/not included in further analysis). The formula used in this validity test is the Spearman rank correlation formula.

Hospital Management Validity Test

The following are the calculation results of all respondents' answers through the Statistical Product and Service Solution (SPSS) program, regarding the correlation coefficient for each item of the Hospital Management variable as follows:

Table 1. Item Score Validation Tabulation Table in Hospital Management Variables (X)

Instrument Item No	Correlation Coefficient	p-Value	Information
1	2	3	4
X_1	,648**	<.001	Valid
X_2	,635**	<.001	Valid
X_3	,602**	<.001	Valid
X_4	,629**	<.001	Valid
X_5	.377*	.021	Valid
X_6	.407*	.012	Valid
X_7	,675**	<.001	Valid
X_8	,453**	,005	Valid
X_9	,616**	<.001	Valid
X_10	,660**	<.001	Valid
X_11	,496**	,002	Valid
X_12	,580**	<.001	Valid
X_13	,542**	<.001	Valid
X_14	,593**	<.001	Valid
X_15	,713**	<.001	Valid
X_16	,626**	<.001	Valid
X_17	,461**	,004	Valid
X_18	,651**	<.001	Valid

Instrument Item No	Correlation Coefficient	p-Value	Information
1	2	3	4
X_19	,744**	<.001	Valid
X_20	,688**	<.001	Valid
X_21	,609**	<.001	Valid
X_22	,715**	<.001	Valid
X_23	,732**	<.001	Valid
X_24	.811**	<.001	Valid
X_25	,600**	<.001	Valid
X_26	,854**	<.001	Valid
X_27	,763**	<.001	Valid
X_28	,768**	<.001	Valid
X_29	,713**	<.001	Valid
X_30	,461**	,004	Valid
X_31	,742**	<.001	Valid
X_32	,676**	<.001	Valid
X_33	,785**	<.001	Valid
X_34	,673**	<.001	Valid
X_35	,733**	<.001	Valid
X_36	.806**	<.001	Valid
X_37	,812**	<.001	Valid
X_38	.701**	<.001	Valid
X_39	,715**	<.001	Valid
X_40	,782**	<.001	Valid
X_41	,754**	<.001	Valid
X_42	,754**	<.001	Valid
X_43	,771**	<.001	Valid
X_44	,781**	<.001	Valid

Instrument Item No	Correlation Coefficient	p-Value	Information
1	2	3	4
X_45	,690**	<.001	Valid
X_46	,771**	<.001	Valid
X_47	,650**	<.001	Valid
X_48	.711**	<.001	Valid

Source: Questionnaire data results that have been processed using SPSS by researchers in 2024

Based on the calculation results, it can be seen that the Hospital Management indicators obtained conclusions from 48 items, were declared valid as a whole so that all data can be used for further analysis.

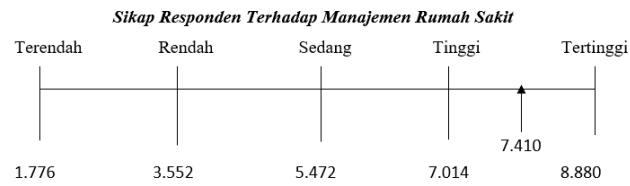
The following can be described as a discussion regarding each respondent's description of Hospital Management at the Bandung Kiwari Regional General Hospital through the quartile stage with the following conditions:

Alternative answers use an ordinal Likert's scale in five alternatives and each answer is given a score with the provision that the highest answer is given a weight of 5 and the lowest answer is given a weight of 1.

Hospital management expressed through positive and negative statements. The total score can be calculated as follows:

- a. The lowest total score is:
 $48 \times 37 \text{ respondents} \times 1 \text{ (Score value)} = 1.776$
- b. The total low score is:
 $48 \times 37 \text{ respondents} \times 2 \text{ (Score value)} = 3,552$
- c. The total moderate score is:
 $48 \times 37 \text{ respondents} \times 3 \text{ (Score value)} = 5,328$
- d. The total high score is:
 $48 \times 37 \text{ respondents} \times 4 \text{ (Score value)} = 7.104$
- e. The highest total score is:
 $48 \times 37 \text{ respondents} \times 5 \text{ (Score value)} = 8,880$

The results of calculating questionnaire answer scores from the Hospital Management variable when described in quartile stages can be seen as follows:



Source: 2024 Research Results

This description explains that the respondent's attitude towards the Hospital Management variable based on the total calculation of questionnaire answers is in the category between high and highest. This means that this is in accordance with the questionnaire filled out by employees of the Bandung Kiwari Regional General Hospital based on indicators, namely, the total score can be seen in the following table:

Table 2. Table List of Total New Scores for Hospital Management Variables (X)

Respondent No	New Score
1	2
1.	166
2.	188
3.	205
4.	192
5.	189
6.	232
7.	189
8.	231
9.	194
10.	190
11.	185
12.	199
13.	191
14.	192
15.	200
16.	238

Respondent No	New Score
1	2
17.	217
18.	187
19.	199
20.	183
21.	226
22.	171
23.	196
24.	222
25.	194
26.	189
27.	240
28.	191
29.	193
30.	190
31.	203
32.	193
33.	224
34.	210
35.	200
36.	200
37.	214
Total	7410

Source: 2024 Research Results

The total value of the answer scores listed in the list of answer scores for the organizational culture variable questionnaire is not reduced by the respective scores, because all the data in the questionnaire is valid.

Productivity Validity Test

The following are the calculation results of all respondents' answers through the Statistical Product and Service Solution (SPSS) program,

regarding the correlation coefficient of each Productivity variable item as follows:

Table 3. Tabulation Table for Validation of Item Scores on the Productivity Variable (Y)

Item Item No	Correlation coefficient	p-Value	information
1	2	3	4
Y_1	,669**	<.001	Valid
Y_2	,724**	<.001	Valid
Y_3	,540**	<.001	Valid
Y_4	.443**	,006	Valid
Y_5	,231	,169	Valid
Y_6	,653**	<.001	Valid
Y_7	,209	,214	Valid
Y_8	,240	.153	Valid
Y_9	,585**	<.001	Valid
Y_10	,540**	<.001	Valid
Y_11	,245	.143	Valid
Y_12	.214**	,204	Valid
Y_13	.511**	,001	Valid
Y_14	,651*	<.001	Valid
Y_15	,540*	<.001	Valid
Y_16	,660**	<.001	Valid
Y_17	,649**	<.001	Valid
Y_18	,689**	<.001	Valid
Y_19	,562**	<.001	Valid
Y_20	,419**	,010	Valid

Source: Questionnaire data results that have been processed using SPSS by researchers in 2024

Based on the calculation results, it can be seen that the Productivity indicators concluded that out of 20 items, they were declared valid as a whole so that all data could be used for further analysis.

The following can be described as a discussion regarding each respondent's description of productivity at the Bandung Kiwari Regional General Hospital through the quartile stage with the following conditions:

Alternative answers use an ordinal Likert's scale in five alternatives and each answer is given a score with the provision that the highest answer is given a weight of 5 and the lowest answer is given a weight of 1.

Productivity is expressed through positive and negative statements. The total score can be calculated as follows:

- a. The lowest total score is:

$$20 \times 37 \text{ respondents} \times 1 \text{ (Score value)} = 740$$

- b. The total low score is:

$$20 \times 37 \text{ respondents} \times 2 \text{ (Score value)} = 1,480$$

- c. The total moderate score is:

$$20 \times 37 \text{ respondents} \times 3 \text{ (Score value)} = 2,220$$

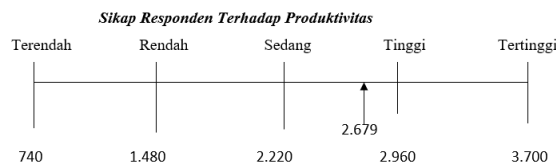
- d. The total high score is:

$$20 \times 37 \text{ respondents} \times 4 \text{ (Score value)} = 2,960$$

- e. The highest total score is:

$$20 \times 37 \text{ respondents} \times 5 \text{ (Score value)} = 3,700$$

The results of calculating questionnaire answer scores from the Productivity variable when described in quartile stages can be seen as follows:



Source: 2024 Research Results

This description explains that the respondent's attitude towards the Productivity variable based on the total calculation of questionnaire answers is in the category between high and highest. This means that this is in accordance with the questionnaire filled out by employees of the Bandung Kiwari Regional General Hospital based on indicators, namely, the total score can be seen in the following table.

Table 4. Table List of Total New Scores for Productivity Variables (Y)

No. Respondent	New Score
1	2
1.	60
2.	74

3.	78
4.	69
5.	75
6.	75
7.	73
8.	62
9.	76
10.	78
11.	60
12.	71
13.	65
14.	74
15.	75
16.	73
17.	75
18.	68
19.	68
20.	74
21.	77
22.	59
23.	64
24.	87
25.	70
26.	74
27.	82
28.	67
29.	73
30.	74
31.	73

32.	78
33.	92
34.	73
35.	71
36.	67
37.	75
Total	2679

Source: 2024 Research Results

The total value of the answer scores listed in the list of answer scores for the organizational culture variable questionnaire is not reduced by the respective scores, because all the data in the questionnaire is valid.

Reliability Test

After the researcher carried out the Validity Test, they continued with the Reliability Test. Reliability testing aims to ensure that if repeated measurements are carried out using similar indicators, the results will not change.

The results of reliability calculations with the help of the Statistical Product And Service Solution (SPSS) program, a description of the level of reliability of the questionnaire data, can be seen in the following table.

Table 5. Reliability Test Results for Hospital Management Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.967	48

Source: 2024 Research Results

Based on the table above, it is known that alpha is 0.967, then this value is compared with the reliability criterion value of 0.6 because the alpha value is 0.967 which can be stated to be greater than the reliability criterion value, so the Home Management variable is said to be reliable. This means that all Variable

Table 6. Productivity Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.818	20

Source: 2024 Research Results

Based on the table above, it is known that the alpha value is 0.818, then this value is compared with the reliability criterion value of 0.6 because the value of 0.818 is more than 0.6, so the productivity variable is said to be reliable.

Table 7. Reliability of Hospital Management Variables on Productivity

Variable	Reliability Value	Reliability Criteria	Information
Hospital management	0.973	0.6	Reliable
Productivity	0.946	0.6	Reliable

Source: 2024 Research Results

Based on the table above, it shows that the standardized item is alpha variable Hospital Management and Productivity variables are on the Reliability index standard, meaning that the data is stated to be measurable. Thus, the Hospital Management indicators as an analytical tool used to measure the Productivity variable are appropriate.

Regression Test

Regression analysis is used to analyze data that consists of more than one variable, where there is one independent variable and one dependent variable. The functional relationship between the two variables can be expressed in the form of a simple linear regression for one dependent variable and several independent variables can be expressed in the form of multiple linear regression.

Table 8. Regression Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 ^a	.241	.220	6,07851

a. Predictors: (Constant), MANAJEMEN

Source: 2024 Research Results

Based on the R value in the table above, it is known that the regression coefficient between X and Y is 0.491 and the R Square is 0.241. In this research, variable R ranges from 0 to 1, with the note that the smaller the R number, the weaker the two variables.

Table 9. Model Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	411,727	1	411,727	11,143	.002 ^b
	Residual	1293,192	35	36,948		
	Total	1704,919	36			

a. Dependent Variable: PRODUKTIVITAS

b. Predictors: (Constant), MANAJEMEN

Source: 2024 Research Results

Table 10. Regression Equations

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34,371	11,438		3,005	,005
	MANAJEMEN	,190	,057	,491	3,338	,002

a. Dependent Variable: PRODUKTIVITAS

Source: 2024 Research Results

DISCUSSION

This research tries to link laboratory management variables with productivity.

Planning Dimensions with Quality Dimensions

Laboratory development, laboratory layout, laboratory concept, laboratory use schedule must pay attention to the extent to which the requirements and quality of the laboratory support itself (medical equipment) are met, then the integrated specifications between the service and the service equipment. Fulfillment of customer expectations that laboratory services can increase customer satisfaction related to administering blood tests and other routine examinations.

Arranging Dimensions with Efficient Dimensions

Laboratory design must meet national and international laboratory standards. Facilities must also be complete according to the service concept and type of laboratory services. Then the organization of the laboratory committee must be clear, starting from doctors, analysts to the head of the laboratory, laboratory staff, the inventory of laboratory equipment and materials must be up to date, regulations from the Ministry of Health or from the laboratory itself must be integrated and able to adapt to patient needs. So that the use of budget resources is as minimal as possible and the methods used to obtain laboratory services are in the easiest way to provide services and affordable financing, apart from that the time used must be in accordance with the time standards for carrying out laboratory services. The burden of doing it does not become heavy but light.

Administrative Dimensions with Effectiveness Dimensions

The inventory must be detailed in an administrative and controlled manner using control media so that the data summary is clear. If the tool is not available then use the tool loan SOP. The tool must be calibrated or tested using ISO media. The use of time used is in accordance with adjusted time

standards, the use of specialist doctors, analysts and staff must be involved in an organized and scheduled manner with a regulated and regular schedule as far as possible, the involvement of each competent personnel. The results obtained from the administration of various units must be in accordance with the objectives of the unit itself which is in accordance with the SOP and Strategic Plan of RSUD Bandung Kiwari.

Security Dimension and Efficiency Dimension

The completeness of security equipment for practical activities in the laboratory must be in accordance with security standards determined based on the laboratory SOP, equipment for use related to K3 must be adjusted to the K3 SOP for use so that work health and safety can be effectively addressed and also have standards that are in accordance with safety. laboratory. Regulations must be made for all laboratory activities so that all those working in the laboratory follow the rules relating to K3, there are emergency response procedures or special SOPs related to K3. There is PPE equipment used by laboratory managers and laboratory technical implementers such as analysts and specialist doctors. Using resources such as laboratory infrastructure, people involved in the laboratory must be given rewards as much as possible in accordance with their main tasks, then the methods used in laboratory services must provide the easiest and most standardized methods, the time used uses standardized times and the work is carried out in accordance with workmanship standards, for example deviating reagents and others in accordance with Laboratory SOPs.

Maintenance Dimensions and Quality Dimensions

Preparation of maintenance/maintenance schedules for laboratory equipment and materials must go through and use standards according to laboratory SOPs. Cleaning of equipment and materials must go through the SOP and then the mapping of the tools and materials according to the room which of course is in accordance with the SOP and laboratory strategic plan when calibrating the equipment. Fulfillment of equipment maintenance requirements must continue to be carried out. Lab equipment is divided into 2 conditions, namely purchasing equipment and Operational Cooperation (KSO). The purchased equipment has a 1 year guarantee (free service and maintenance). After one year the guarantee will be submitted which covers the costs of continuing maintenance on the equipment excluding any damage that will occur. Meanwhile, for KSO tools, maintenance costs are borne by the equipment provider (vendor) for 5 years, including sperm. Of these two tools, if damage is caused by operator negligence, it will be borne by the customer.

Monitoring Dimensions with Effectiveness Dimensions

Equipment supervision is carried out by operators who have been given training by the vendor or principal. The training provided is in accordance with factory standards. There is comprehensive training and advanced

training, both of which are routine. In general, routine training is carried out for a minimum of 3 days, a maximum of 1 week. Maximum equipment operators are 3 people with working hours divided into shifts, morning, afternoon and evening.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the discussion regarding research that has been carried out, laboratory management influences the productivity of laboratory installations. This can be identified from the correlation between dimensions of laboratory management and productivity, including:

- a. Dimensions of planning with quality
- b. Efficiently arrange dimensions
- c. Dimensions of administration with effectiveness
- d. Dimensions of security with efficiency
- e. Dimensions of care and quality
- f. Dimensions of supervision and effectiveness

The dimensions above can be dimensions in productivity measuring tools. All of the dimensions above lead to service to the community, good service will foster community trust and comfort, including in utilizing the MCU facilities at the community hospital.

FUTURE STUDY

Sampling from different hospitals in different regions to obtain more representative data and improve the generalisability of the study results. Include more laboratories with different levels of accreditation to understand how management affects productivity in different contexts.

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