

# LABORATORY SERVICE PERFORMANCE MAPPING WITH SWOT ANALYSIS (CASE STUDY AT JAMPANGKULON SUKABUMI REGIONAL HOSPITAL)

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## ABSTRACT

Swot analysis is a form of analysis used by the management of a company or organization that is systematic and can help in the preparation of strategic plans to achieve the goals of the company or organization. In this study, analyzing one by one the factors, both internal and external from the Swot Analysis such as Strength (S), Weakness (W), Opportunity (O) and Threats (T) In analyzing the above factors in the Swot Analysis, an approach was carried out, namely the qualitative approach of the SWOT matrix and the quantitative approach of the SWOT Analysis. In certain problems, communication needs to be carried out with several respondents consisting of Hospital leaders, laboratory leaders, laboratory staff and patients. In terms of determining the sample, the researcher used the purposive sampling method, and data collection techniques if possible are needed in this study, then there are several methods, namely Questionnaires, interviews, observations, and documentation. Based on the results of the SWOT analysis using a quantitative approach, data was obtained that the position of the Jampangkulon Hospital Clinical Laboratory on the Cartesian graph is in quadrant I. This situation provides a picture of a profitable organization. This situation suggests that a strategic plan be taken that is oriented towards growth and exploitation of profits.

**Keywords:** Data Collection, Data Processing, Performance Concept, SWOT Analysis, SWOT Matrix, Mapping on Cartesian Graph, Interpretation, Implementation and Strategy Recommendations.

## 1. Introduction

According to article one of the regulation of the Minister of Health of the Republic of Indonesia NO.298/ MENKES/ PER/ 2008/ Clinical Laboratory. Includes the definition of primary and primary clinical laboratories. Health Laboratory is a health facility that carries out measurements, determinations and tests on materials originating from humans or materials not originating from humans to determine the type of disease, cause of disease, health conditions or factors that can affect individual health and public health. Based on the function of the laboratory above, it is clear that the health laboratory has a very important obligation to help realize a physically and mentally healthy society through its function in helping to prevent, establish a diagnosis, monitor the development of a disease, and even be used as a requirement to enter the world of work (Medical check up).

In order to improve laboratory performance, the laboratory and hospital, along with other health service units such as specialists and general, have made maximum efforts through promotional and educational efforts for the community, on various possible occasions so that it is hoped that the Jampangkulon Hospital clinical laboratory will be utilized optimally by the surrounding community in order to realize a healthy life for the community itself.

Based on the facts in the field that the average patient who uses laboratory services is approximately 80 people/day, whereas when compared to the number of residents living in the hospital's work area is 423,517 people, meaning that those who use the RSU Jampangkulon clinical laboratory services are 0.02% of the existing population, a number that does not represent what it should be. And if we compare it with the 2015 Hospital BOR data, which is 66%, then we can assume that there is a match between the number of RSU Jampangkulon laboratory patients and the RSU Jampangkulon Hospital BOR figure, namely that few people use hospital services, considering that the BOR value should be 70-80% if referring to (Barber Johnson graph).

Based on the data above and the reality of a number of existing complaints, this study aims to examine "Mapping of Laboratory Service Performance with SWOT Analysis (Case Study at Jampangkulon Regional Hospital, Sukabumi).

### 1.1 Problem Identification

Based on the description of the background of the problem that we have put forward above, the main problems that we can formulate are as follows:

1. What are the strengths and weaknesses of the Jampangkulon Regional Hospital Laboratory Installation in West Java Province based on Internal Factor analysis?
2. What are the Opportunities and Threats of the Laboratory Installation of Jampangkulon Hospital, West Java Province based on External Factor Analysis?
3. How is the implementation of the strategic plan which is the result of SWOT Analysis at the Clinical Laboratory of Jampangkulon Hospital, West Java Province.

### 1.2 Research Objectives

Based on the problem identification above, the research objectives that we can put forward are:

1. To determine the internal factors of the laboratory which include the strengths and weaknesses of the clinical laboratory of Jampangkulon Regional Hospital, West Java Province.
2. To determine external laboratory factors including opportunities and threats to the clinical laboratory of Jampangkulon Regional Hospital, West Java Province.
3. Providing recommendations to hospital management (Hospital Director) to implement strategic plans based on the results of the SWOT Analysis at the Clinical Laboratory of Jampangkulon General Hospital, West Java Province.

## 2. LITERATURE REVIEW

### 2.1 Strategic Management Concept

Strategic management is a dynamic process because it takes place continuously in an organization. Every strategy always requires review and maybe even changes in the future. One of the main reasons why this is the case is because the conditions faced by an organization, both internal and external, are always changing. In other words, the management strategy is intended so that the organization becomes a unit that is able to display high performance because a successful organization is an organization whose level of effectiveness and productivity is getting higher and higher.

In line with that, David (2005:5), Strategic management can be defined as the science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its goals. As implied in the definition, strategic management focuses on efforts to integrate management, marketing, finance/accounting, production/operations, research and development, and computer information systems to achieve organizational success. The term strategic management is equivalent to the term strategic planning. The latter term is more often used in academia. Sometimes the term strategic management is used to refer to strategic formulation, implementation, and evaluation. While strategic planning only refers to strategic formulation.

## 2.2 Strategy Analysis Using SWOT

Political Strategy is a mechanism for how a person or group of people with political ideas that they understand are able to win a political battle when many interested people want the same thing. Political ideas will of course create differences between people who support the idea and in every situation there must be a party that is disadvantaged and advantaged because the results of a political decision will give birth to the same change or condition when the status quo wins the battle, therefore every idea must have supporters and opponents. Political ideas can only be realized in a fight against opponents of the idea which will always rely on how power and influence can be obtained, but the problem is of course, how power and influence can be obtained. Where at the same time, many groups want the same thing, so to be able to achieve victory in the election, of course, careful planning is needed, so this is where the substance of the political strategy lies. Good strategic planning is based on a good SWOT analysis in two areas. In the first area, namely strategic planning, it creates a clear picture of the direction to be headed and what the goals are, and the reasons for the existence of the organization. In the second area, strategic planning tries to show the existing reality. In the scope of an organization's work, there are external and internal scopes. While the internal scope consists of resources, strengths, various possibilities and demands from the organization.

## 2.2 Performance Assessment

Performance appraisal is the process of an organization evaluating or assessing employee work (Riyadi, 2011). Simamora (2006) performance appraisal is a useful tool not only to evaluate the work of employees, but also to develop and motivate employees. In performance appraisal includes all aspects such as ability, diligence, discipline, work relationships or specific things according to an employee's field of duty.

Moekijat (1989) stated that in performance assessment, individual characteristics and employee contribution factors to the organization/group such as initiative, enthusiasm, and trust must be considered, which affect the amount and quality of work produced. This performance assessment is known as the Graphic Scales system. Thus, aspects of performance assessment include (Moekijat, 1989):

- a. Work produced
- b. Cooperation
- c. Initiative
- d. Knowledge
- e. Presence
- f. Loyalty

Factors that influence performance are:

- a. Motivation factors Motivation is a drive, both from within and from outside a person to move and encourage his/her attitude and behavior in working. The higher a person's motivation, the stronger the drive to work harder so that it can improve his/her performance.
- b. Job satisfaction factors Job satisfaction is a pleasant or unpleasant emotional state of employees related to their work. The higher the level of job satisfaction, the happier employees are in carrying out their work which can ultimately improve their performance.
- c. Physical condition factors of work Poor working conditions can cause low employee performance. The work environment, which is physically part of the working conditions, should be well organized so that it does not cause employees to feel anxious in carrying out their duties. If employees feel disturbed in carrying out their duties, their performance will be low. Conversely, if employees feel calm and comfortable in carrying out their duties, their performance will increase.
- d. Employee work capability factors Employee work capability in carrying out assigned tasks is very important to note. Employees must have sufficient capability, both physical and non-physical (intellectual/mental). Physical capability is the capability needed to carry out tasks that require stamina, dexterity, strength, and work skills.

## 3. RESEARCH METHODS

The type of research used in the study is a descriptive research type, namely According to Hidayat Syah, descriptive research is a research method used to find the broadest possible knowledge of the research object at a certain time. With this research method, the research design is descriptive qualitative by conducting direct observation or

observation, interviews and documentation, using the analysis method. In the SWOT analysis itself, there are certain stages, including: (1) The data collection stage, namely the evaluation of internal and external factors. (2) The analysis stage, namely the creation of internal and external matrices and the SWOT matrix. (3) The stage of taking, compiling strategies and recommendations

The population that will be used as the object of this study is all employees or officers in the clinical laboratory installation of Jampangkulon General Hospital. The population in this study is all of the people we will use as respondents.

1. Laboratory leader
2. Laboratory staff
3. Outpatients (General Polyclinic, Internal Polyclinic, Surgical Polyclinic, etc.

#### 4. RESEARCH RESULTS AND DISCUSSION

##### 4.1 Calculation determines laboratory coordinates on a Cartesian graph

It is known: The total strength score (S) is + 3.95

The total weakness score (W) is + 1.23

Total Chance score (O) is + 2.94

The total Threat score (T) is + 1.59

► Then the position of the organization;

►  $3.95 - 1.23 = 2.72 \sim 3$  is the X-axis

►  $2.94 - 1.59 = 1.36 \sim 1$  is as Y axis

► So the position of the Jampangkulon Hospital clinical laboratory in the Cartesian graph is (3,1)

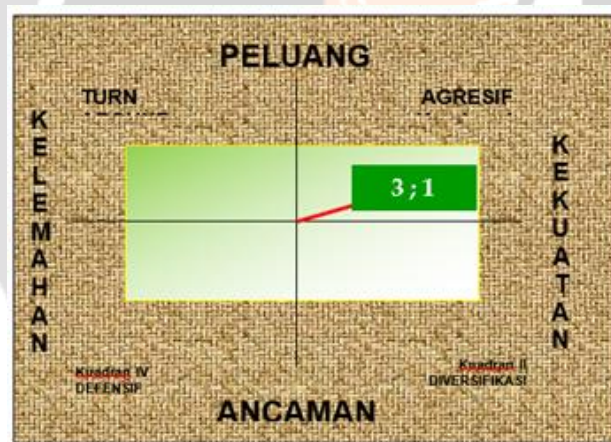


Figure 1 position of the Jampangkuloni Hospital Clinical Laboratory on the Cartesian graph

##### 4.2 Interpretation of the position of the Jampangkulon Hospital Clinical Laboratory on the Cartesian graph

The position with coordinates (3,1) is in the 1st quadrant on the Cartesian graph, giving the following description of the organization: that the position is a very profitable position for the laboratory, the laboratory faces several environmental opportunities and has various strengths that can support it in utilizing these opportunities. This situation suggests that a growth-oriented strategy be taken to exploit these advantages, and the recommended strategy is progressive, meaning that the organization is in prime and stable condition so that it is possible to continue to expand, increase growth and achieve maximum progress.

The RSU Jampangkulon Clinical Laboratory is a hospital laboratory of RSU Jampangkulon which is a type C hospital that has a fairly large working area which is a referral place for smaller health facilities in its area. With a population that is no less small than its area, the RSU Jampangkulon clinical laboratory has the opportunity to increase the number of patients and customers which will automatically increase the hospital's income (financial) and the impact on the health sector itself is that it can improve the quality of public health.

With the support of other factors such as the presence of clinical pathology experts, other specialist doctors, medical laboratory technology experts (ATLM), completeness of key infrastructure such as infrastructure, facilities, and service standards, the existence of SOPs, service flows, service guidelines are very important in creating effective and efficient services, quality results and comfortable, neat, not shabby, clean, attractive appearance (physical evidence) so that patients feel satisfied and then will further improve the quality of service, however there are several things that must be met by the laboratory To improve the quality of employees by providing employees with various technical training such as phlebotomy, malaria examination, and other microbiology training as well as managerial training. There are other obligations that must be carried out by the laboratory to improve the quality of service, namely accreditation by the authorized body to carry out accreditation, namely KALK, which until now has not been implemented so that it cannot be given formal recognition that the laboratory is considered competent and ready to provide assurance to the public that the examinations carried out are reliable and its services can be measured to meet patient needs, recognition that the laboratory has met the standards and is competent to carry out its functions is proven by the provision of a certificate of graduation from an independent institution in accordance with the results of the assessment that has been carried out.

The existence of clinical pathology doctors who work in the Jampangkulon Hospital laboratory part-time, then it affects the performance of the laboratory itself so that technical and managerial services are not optimal and the laboratory development process becomes slow, also the provision of incentives and a good and fair remuneration system will affect employee motivation and performance which ultimately leads to laboratory performance, employee satisfaction will cause a high work ethic in themselves, so that they will continue to try to improve themselves so that the value of their work is not only materialistically productive but also involves spiritual and emotional satisfaction, moreover the age of the laboratory employees themselves is relatively young so that their energy and enthusiasm are greater and more productive so that it will have a big influence on the progress and development of the laboratory.

Then, if we look at the owner of the Jampangkulon Hospital, where constitutionally the Jampangkulon Hospital is owned by the West Java Provincial Government, then when there is a transfer of ownership from the Regency Government to the Provincial Government, at the beginning there will be a transition period which will more or less affect management policies so that at that time it will hinder management regulations, although not significantly.

The use of sophisticated technology or tools is certainly a necessity that needs to be realized in order to be effective and efficient, guarantee results (quality assurance) and reliability in laboratory services, as well as in order to face competition with other hospitals or with other private laboratories even though the number of hospitals and clinical laboratories is still limited, and to complete and perfect the laboratory management system to support the smooth operation of the laboratory which will have an impact on increasing the speed and accuracy of services.

#### **4.3 Minimum Service Standards (SPM) for the Jampangkulon Regional Hospital Clinical Laboratory**

Hospitals in carrying out their function as facilities that provide health services to the community, use the Hospital Minimum Service Standards (SPM) that have been implemented by the Ministry of Health with several criteria. Minimum Service Standards (SPM) are provisions on the type and quality of basic services that are mandatory regional affairs that every citizen has the right to receive at a minimum. It is also a technical specification on the minimum service benchmark provided by the Public Service Agency to the community (Minister of Health, 2008). SPM indicators are benchmarks for quantitative and qualitative achievements used to describe the amount of targets to be met in achieving a certain SPM in the form of input, process, results and or benefits of service. This Minimum Service Standard (SPM) is intended to provide guidance for regions in implementing planning, implementation and control as well as supervision and accountability for the implementation of minimum hospital service standards (Minister of Health, 2008). The SPM referred to in relation to laboratory services in hospitals is stated in the Regulation of the Minister of Health No. 129 / MenKes / SK / II / 2008 as in the table below:

**TABLE-1 SPM CLINICAL LABORATORY OF JAMPANGKULON HOSPITAL**

NO	INDICATOR	STANDARD	Jan 2018	Feb 2018	March 2018	April 2018	May 2018	June 2018	July 2018
	LABORATORY INSTALLATION		C	C	C	C	C	C	C

NO	INDICATOR	STANDARD	Jan 2018	Feb 2018	March 2018	April 2018	May 2018	June 2018	July 2018
1	Waiting time for laboratory service results	less than or equal to 140 minutes, chemistry blood and blood	60	74	64	77	66	61	61
2	Expertise executor	Doctor Sp.PK	1	1	1	1	1	1	1
3	There were no errors in providing laboratory test results.	. 3. 100%	100%	100%	96 %	100%	100%	100 %	100 %
4	Customer satisfaction	More than 80	98	98	98	98	98	98	98

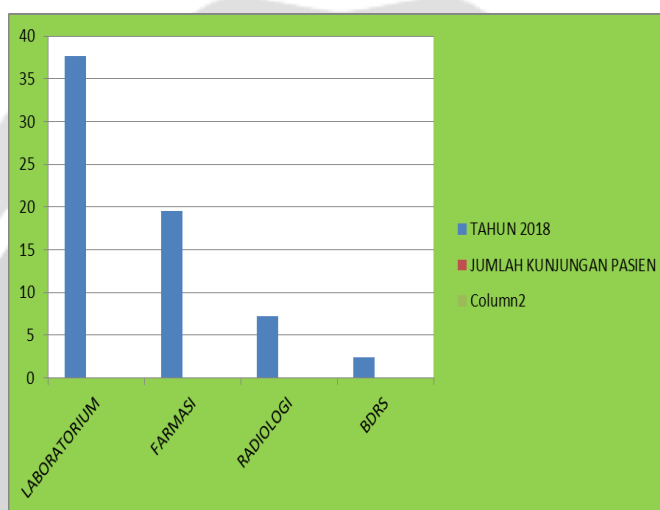


Figure 2. Graphic of Visits to Supporting Service Units of Jampangkulon Regional Hospital 2018

**Information :** Number of laboratory patients = 37,632 people  
 Number of radiology patients = 7,173 people  
 Number of BDRS patients = 2,448 people  
 Number of Pharmacy patients = 19,561 people

**5. Conclusion**

The clinical laboratory of Jampangkulon Hospital is a Type C hospital laboratory owned by the West Java Provincial Government located in the south of Sukabumi Regency City which has a large working area equipped with a fairly large installation building, sophisticated and modern laboratory equipment, sophisticated information systems (SIMRS and LIS), administrative management with a computer system, clinical pathology specialist doctors along with medical analysts (ATLM) are complete and in accordance with the needs of each profession in each field, although after research (Swot Analysis) several shortcomings were found.

After conducting a SWOT analysis, it turns out that the RSU Jampangkulon clinical laboratory has several strengths, weaknesses, opportunities, and threats that require recommendations/strategies to optimize strengths, weaknesses and reduce weaknesses and threats.

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