

Effectiveness of Employee Performance in the Medical Record Section (Case Study of RST Bhakti Wira Tamtama)

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ARTICLE INFO

ABSTRACT

Keywords:

Effectiveness, Employee Performance, Dual Tasks

Medical record services at RST Bhakti Wira Tamtama are carried out by 8 people consisting of Medical and Health Information Recorders (PMIK) and administrative staff. RST Bhakti Wira Tamtama is a type C military hospital with TNI AD ownership status. Having medical records officers with good performance is the key to implementing quality medical records, because it is one of the standard indicators of the quality of health services in hospitals. This research aims to determine the level of effectiveness of the performance of medical records officers by carrying out multiple tasks at RST Bhakti Wira Tamtama. This research is descriptive qualitative research with a case study approach. The data analysis technique in this research uses the Miles and Huberman interactive analysis model. The number of informants in this study was 13 people, consisting of 4 medical records officers who had dual duties, while the 9 triangulation informants consisted of 1 head of the medical records room, 4 medical records officers who did not have dual duties, and 4 nurses at RST Bhakti Wira Tamtama. The data collection method in this research is an in-depth interview method. The results of this research found that the performance of medical records employees at RST Bhakti Wira Tamtama with the presence of multiple duties was generally not effective as seen from the failure to achieve several variables, namely the work performance variable and the job satisfaction variable.

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1. INTRODUCTION

Human resources are the most important thing in an organization, and hospitals are no exception. According to WHO (World Health Organization) 2010, hospitals are a comprehensive part (integration) of medical organizations, functioning as plenary (comprehensive) health service providers, providing perfect health services to the community both curative (disease healing), rehabilitative, and disease prevention (preventive) where the service output reaches family and environmental services [1]. Ministry of Health of the Republic of Indonesia (2020), a Hospital is a plenary health service institution that provides health services such as inpatient, outpatient, and emergency departments intended for individuals.

According to research there are several important units, one of which is the medical record unit which is part of the management aimed at supporting administrative order and improving the quality of hospital health services. According to the Indonesian Ministry of Health (2008a) and Asghari et al (2016), medical records are important documents that contain patient data information in supporting health services provided by doctors to patients, consisting of the identity of, examination, and treatment of patients both outpatient and inpatient services. Human resources in the medical record unit must certainly understand the duties and responsibilities given so that the resulting performance can achieve the goals of the hospital, namely as a support for orderly administration and improve the quality of health services. Ministry of Health of the Republic of Indonesia (2013), a Medical recorder is a person who has completed medical record education and health information by laws and regulations. Given the importance of implementing medical records as a support for the quality of

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health services in hospitals, medical record officers are certainly people who are experts in their fields.

Service employees or in this study medical recorders, are an important key in the sustainability of service organizations in this case the hospital, service employees need to remain positive in the moment of contact with customers or patients/patients' families [8]. Having a medical record officer with good performance is the key to implementing a good quality medical record because this is one of the indicators of service quality standards in hospitals, it can be seen from the effectiveness of the performance of medical record officers. Good employee performance and attitude not only help organizations improve efficiency but can also encourage the development of organizational innovation (Chen and Haga, 2022). Medical record services at RST Bhakti Wira Tamtama are carried out by 8 people consisting of Medical Recorder and Health Information (PMIK) and administrative staff. RST Bhakti Wira Tamtama is a type C military hospital with the status of ownership of the Indonesian Army.

According to Hasibuan *et al* (2014), generally, the medical record unit has two parts, namely the administrative section and the medical record section. The administration section consists of outpatient administration and inpatient administration then the medical record section consists of *assembling, coding, analysis, indexing, and filing*. An employee working in the medical records unit should only have duties from one of these sections. However, what happened in the medical records unit of RST Bhakti Wira Tamtama was that some of its employees had duties in both sections, namely the administration section and the medical records section which was then called the dual duties. Concurrent duties are a condition in which an employee performs more than one task outside of his main duties. With the condition of employees who have multiple tasks, it can affect the resulting performance to be ineffective. Employee performance is the availability of individuals or groups of people to carry out activities or perfect these activities according to their responsibilities and expected results (Syam, 2020). Examples of concurrent tasks that occur in the medical record unit of RST Bhakti Wira Tamtama are employees who have duties in the outpatient administration department but also have duties in the medical records department such as assembling, then some employees have duties in the inpatient administration section and then have duties in the medical record section, namely coding.

Based on preliminary studies conducted, this dual-task condition has been going on for quite a long time because of a shortage of human resources working in the medical record unit, causing the workload or tasks given to be more. In this dual state of duty, it can result in the task being done to be less than optimal and there is even one task that cannot be done at all. This can be seen from the presence of nurses who complain about many medical record files that have not been assembled causing the waiting time for patients at the polyclinic to be longer because doctors cannot make resumes on patient medical record documents, as a result, the queue at the polyclinic becomes more and more. Thus this study aims to measure the level of effectiveness of the performance of medical record employees with the concurrent tasks performed so that it can be a consideration for hospital management to improve the quality of health services in hospitals. As for the measuring tool used to measure the level of effectiveness of employee performance according to Steers (2020), there are three variables, namely, adaptability, employee work performance, and employee job satisfaction. By knowing the level of effectiveness of the performance of these multi-duty employees, it is expected to be able to improve employee performance and improve the quality of services at RST Bhakti Wira Tamtama, especially in the medical record section.

2. METHOD

The method used in this study is a descriptive qualitative method with a case study approach to describe the level of effectiveness of the performance of medical record employees with the multiple tasks carried out by medical record employees at RST Bhakti Wira Tamtama. The research was conducted in September-November 2022 at RST Bhakti Wira Tamtama. Data collection techniques using *in-depth interviews*. The sampling technique uses purposive sampling. The informants in this study were 13 people consisting of 4 main informants, namely medical record employees who had

concurrent duties in the medical records and administrative sections, then 9 people as triangulation informants, namely 1 head of the medical record room, 4 medical record employees who did not have concurrent duties in the medical records and administration section, 2 outpatient nurses, and 2 inpatient nurses.

Data sources are derived from primary and secondary data. Primary data were obtained from the results of preliminary studies and in-depth interviews with informants using interview guidelines sourced from previous research on the effectiveness of employee performance and the Indonesian Ministry of Health No.129 of 2008 concerning Hospital Minimum Service Standards, interview results in the form of interview transcripts and voice recordings. Secondary data sources obtained come from official documents and archival sources belonging to medical record units, medical record organizational structures, books, and previous journals. The data analysis technique used is an interactive analysis model of Miles and Huberman. Interactive analysis uses three main things, namely: 1). Data Reduction, which aims to concentrate and disappear almost the same data. 2). Data Presentation aims to combine information data by describing narratively the results of interviews. 3). Conclusion drawing or verification consists of data that has been reduced using easy-to-understand language (Wanto, 2017). The technique used for data validity analysis is the source triangulation technique by interviewing informants who have different views from the main informant.

3. RESULTS AND DISCUSSION

The results of the study obtained there were 4 main informants involved in the research (Table 1). The main informant consists of medical record staff at RST Bhakti Wira Tamtama who have concurrent duties. The educational background of all major informants consists of D3 RMIK. The long period of work at RST Bhakti Wira Tamtama starts from 2 years to 13 years. With IU informant code for the primary informant.

Table 1. Overview of Key Informant Characteristics

Code	Characteristic Information		
	Recent education	Department	Length of work (years)
IU-1	D3 RMIK	Outpatient inpatient, filing, and online administrative staff	2
IU-2	D3 RMIK	Medical records staff and health information staff	13
IU-3	D3 RMIK	Outpatient administrative staff and assembling	13
IU-4	D3 RMIK	Inpatient administrative staff and coding	13

Source: Primary Data, 2020

They also obtained 9 triangulation informants involved in the research (Table 2). Triangulation informants consist of medical record staff who do not have concurrent duties and nurses at RST Bhakti Wira Tamtama, with educational backgrounds consisting of medical professions, RMIK Diploma, and Diploma in Nursing. The long period of work at RST Bhakti Wira Tamtama starts from one year to 17 years. IT codes are assigned to triangulated informants.

Table 2. Overview of the characteristics of triangulated informants

Code	Characteristic Information		
	Recent education	Department	Length of work (years)
IT-5	Profession of doctor	Head of medical records room	1
IT-6	D3 RMIK	Staf filing	1,5
IT-7	D3 RMIK	Outpatient administrative staff	2
IT-8	D3 RMIK	Inpatient administrative staff	2
IT-9	D3 RMIK	Staf filing	2
IT-10	A.Md.Kep	Outpatient nurse	17
IT-11	A.Md.Kep	Outpatient nurse	2
IT-12	A.Md.Kep	Inpatient nurse	11
IT-13	A.Md.Kep	Inpatient nurse	17

Source: Primary Data, 2022

The performance effectiveness measurement tool consists of three variables, namely the ability to adjust, employee work performance, and employee job satisfaction. In this study obtained the following results, as follows:

Adaptability

a. Personal adjustment

Based on the results of interviews that have been conducted, it is known that the personal adjustment of medical record employees can be seen from the statements of several informants regarding the situation when the work environment is not pleasant, as follows:

Report 1

"...I will focus on completing my work as best as possible so that my performance does not decline even in unpleasant circumstances..."

Report 2

"...If the working atmosphere is not pleasant, I usually do what I think is happy, making the atmosphere of the workroom even better..."

Based on the statements of informants 1 and 2, it was found that the personal adjustment of medical record employees was good by doing their jobs professionally and improving the working atmosphere to make it more enjoyable. This is reinforced by the following statement from informant 9,

Report 9

"...If during the field, if the working atmosphere is not pleasant, one of them has to sacrifice how eh the work environment must return to normal..."

b. Social Self-adaptation

Social adjustment is something that occurs in the social relationships in which individuals live and interact with others, in this case interactions with the person they serve in the work environment. The following is a statement from the informant regarding social adjustment:

Report 1

"...I serve patiently, the second must remain friendly to the patient's family or the patient himself..."

From the results of interviews with informant 1 stated that in dealing with patients/families of patients who upset them. Medical records employees prefer patience and serve patients/families of these patients with good manners and courtesy. This statement is supported by the statement of informant 6, the following:

Report 6

"...Yes, our name is Officers, we must be patient in providing education, so no matter how patients are also sick people, we must serve patients wholeheartedly. For my recjan, the treatment is the same, you have to be patient with patients, educate wholeheartedly until patients understand..."

c. Self-Adjustment in Tasks

Based on the results of interviews conducted with several informants, statements regarding self-adjustment in terms of piling up tasks were obtained, as follows:

Report 3

"...If I adjust, it's said to be fast, not really. It depends on the circumstances as well..."

Report 4

"...Yes, I was able to do my job, but slowly so as not to make mistakes even though the work piled up still had to be focused..."

From the results of interviews conducted with the two informants above, it is known that medical record employees can adjust to the tasks that accumulate even though there are fast and slow processes because they have to focus on doing it, it depends on the personal medical record employee himself. This is in line with the informant's statement below:

Report 5

"...If you say adjust, long before I was in the medical record I thought they had been able to adjust so by the time I was in the medical record everything was just a matter of continuing

what kind of work they should be like. So if you are asked to adjust or not, you can adjust according to the job mapping from the beginning, according to the job desk, even if there is a change in the jato, it must be in OJT first so use the job training first...

However according to informant 4, in terms of piling up tasks, it was done slowly just to focus as a result, the work was completed not on time which caused delays in delivering medical record files belonging to patients, both for inpatients and hospitalizations, this situation was supported by the following statement from the informant:

Report 12

"...If it is maximum, maybe it can be improved too, yes, in submitting files if it can be on time if it can be on time.."

Officer's Work Performance

a. Time discipline

Based on the results of interviews conducted with several informants, it was found that employee time discipline in terms of punctuality of arrival to the hospital can be seen as follows:

Report 1

"...Yes, I always arrive early before working hours start..."

Report 4

"...Yes, because my house is far away for 10 minutes at most, the road is also up and down, sometimes jammed and large vehicles pass by. Her name is a girl carrying a motorbike alone, so be afraid, be careful. Even if it leaves early, but because of the trip, I didn't guess it..."

From the statement of informant 1, he said that it had arrived on time. But another condition shown by the statement of informant 4 he sometimes arrived late due to unpredictable travel circumstances, this is supported by the statement of informant 5, which is as follows:

Report 5

"...As long as I was in the medical record more or less, less than a year I saw that there was still something that was not in time for the arrival..."

Then based on the results of interviews conducted with informants, results were obtained regarding punctuality in carrying out tasks by the targeted time, as follows:

Report 3

"...If you are here, you should do it every time, you must definitely do it, just if for example the patient is tired in the morning, to do it too, the mind is tired too, yes, the results are not optimal..."

Report 4

"...Yes, not a bad deck, but if the coding is not held because the main task is shifts. If the main task is on time but the double task is not held. And because there are shifts and it's not possible that there are also online patient assignments..."

Based on the statements of informants 3 and 4 carrying out his duties was not as targeted because they were caused by a large enough workload. This is supported by the informant's statement below:

Report 6

"...For the standard procedure, we are not by the flow, yes, because we here are still lacking for the workforce, so for the workload, we will be double-double so heavy. So it's not by the procedure if I say..."

b. Abilities possessed

Based on interviews conducted with informants regarding the abilities of medical record employees, the following results were obtained:

Report 3

"...Yes, it is appropriate because medical record graduates are also registered in other parts as well, meaning that for the front there are more tasks at the back, for example for reporting and others..."

Report 4

"...If I feel that I am stuck because of a double-double, maybe the main task has not been completed, there is already a second task, coding earlier, I feel maps but the completion time becomes hampered, holding it is sometimes confused that the hospitalization has not been completed by the patient and every day the file must be coded so it is a bit hampered and not held..."

Judging from the results of informant 3 interviews, it was found that the tasks given to medical record employees were by the abilities they had because they were in line with the educational background they had before. However, in his implementation in the field, informant 4 said that he was disturbed in the completion of his task. The statement is confirmed by the informant's statement as follows:

Report 6

"...Yes, it can be disturbed because, for example, there is a main job, such as unfinished, continues to be added with second work or additional work, it usually becomes its workload, so it doesn't finish its main task..."

c. Results of work done

Based on interviews that have been conducted with informants regarding the results of the work carried out the following statements are obtained:

Report 3

"...Yes, we haven't done the stealing time, if it can't be in the sambu, it means it's not done so it's not optimal, the double task is not the maximum here, like my job assembling which I can only do sometimes..."

Report 4

"...Yes, if the main task is maximum, it has been completed, that is, in the maximum sense that if you are coding, you don't hold it at all, just hold it first when there are people, now it's no one. Don't hold it and the results are also not optimal..."

Based on the statements of Informant 3 and Informant 4, it can be seen that the results of the work carried out by medical record employees are maximal or by the applicable SOP (Standard Operating Procedure), but the results that are less than optimal are not even touched at all on additional tasks obtained such as assembling on patient medical record files. This is supported by the statements of the following informants who were dissatisfied with the service of medical records.

Report 7

"...If their main task is maximized but duplicate work or additional tasks are disturbed and less optimal..."

Report 10

"...Yes, it is difficult for MBA because doctors cannot make resumes so we, the first patients have to wait for the term file that must be brought to the pharmacy, so it is less efficient, medical record files that have not been assembling it often happens eh patients sometimes have met a doctor for other files have not been found so patients have to wait again to the poly then the pharmacy process is the same rings, anything later or SEP that causes the time to be delayed, the performance of RM is still not optimal ..."

Employee Job Satisfaction

a. Communication with Coworkers

Based on the results of interviews conducted with all informants, it was found that the communication between medical record employees was good because if there was a misunderstanding it was quickly resolved. This was revealed by the informant as follows:

Report 1

"...It goes well because if there is a misunderstanding it is immediately resolved so that it does not become a prolonged conflict..."

The results of the interview above are supported by the statements of Informant 7 and Informant 9, as follows:

Report 9

“...During work here, the communication is good. Yes, at most check cok just a quarrel because this is because the field is just joking, but if the procedure is still we always focus on work professionalism...”

b. Satisfaction with Hospital Facilities and Infrastructure

Based on the results of interviews with several informants, it is known about employee satisfaction with facilities and infrastructure as follows::

Report 3

“...Honestly, if the medical records are not as hot as here, there is a special temperature because many of the documents are prone to fires like that, right, yes, there should be air conditioning, but there is a fan, we just live it...”

From the informant's statement, medical record employees were satisfied with the facilities and infrastructure they got from the hospital to support the duties of medical record employees, but in informant 3's statement, there was a lack of satisfaction with the facilities and infrastructure in the medical record itself such as the temperature of the medical record room which felt hot and could trigger damage to medical record documents. This is supported by the informant's statement below, as follows:

Report 5

“...For mandatory facilities and infrastructure such as computers, label printers and others that must be mandatory, there are indeed units that are lacking. Then if others like supporters such as air conditioning, the meal schedule is well this support that does not exist...”

Discussion

Based on research by Aprilia al (carrying out functions, tasks, programs, or missions of an organization or company by the targets (quantity, quality, and time) set also able to do something right based on the goals planned at the beginning, the effectiveness of performance in employees can Influence by the existence of a service standard guideline in this study sourced from the minimum service standard guidelines for medical records. The decomposition of effectiveness comes from the number of tasks charged with the number of employees who do the task, which means that if a large number of tasks are charged and must be done by a small number of employees, the resulting performance is ineffective because there will be a backlog of work. Vice versa, if the number of tasks to be done is small with a large number of employees, it will cause many employees to be unemployed and make the resulting performance ineffective [16].

This is in line with the results obtained in this study, namely the concurrent tasks carried out by some medical record employees caused by a shortage of human resources then have an impact on the resulting performance to be less effective and maximal. Concurrent duties are a condition in which an employee is given more than one job responsibility or additional work. This duplicate task can cause the resulting performance to be less effective due to a large enough workload.

Variable Analysis of Self-Adjustability

Self-adjustment is a form of ability of individuals/individuals to be able to react harmoniously to reality and social situations and can establish healthy social relationships with colleagues. Analysis of the variable ability of self-adjustment can be done with supporting indicators, namely personal self-adjustment, social self-adjustment, and task self-adjustment.

a. Personal adjustment

According to Windaniati (2015), self-adjustment is a condition or process of finding a meeting point between oneself and the demands of the environment. Judging from the results of interviews obtained in an unpleasant work environment situation, medical record employees of RST Bhakti Wira Tamtama have been able to adjust well. As for dealing with this situation, medical record employees continue to perform their duties professionally and try to improve the working atmosphere to make it more pleasant.

b. Social self-adaptation

Social self-adjustment occurs within the sphere of social relationships in which individuals live and interact with others. Social self-adjustment in this study refers to the social experience

possessed by medical record employees at RST Bhakti Wira Tamtama in the context of the extent to which medical record employees feel comfortable and safe chatting with someone they serve [18]. In this situation, judging from interactions with patients/patients' families, if there are patients/patients' families who irritate medical record employees, they prefer to be quiet, and patient, and serve with good manners and courtesy. This means that medical records employees can adjust well to these circumstances.

c. Self-adaptation of tasks

Self-adjustment in tasks is an individual's relationship to things related to the task or work he is doing. When in a state of piled up tasks, medical record employees are less able to adjust well, this is seen from the process of working there is slow because of a lot of work, so you have to focus more so as not to make mistakes. Then this situation caused delays in distributing medical record documents belonging to patients both for outpatients and inpatients.

As mentioned in the Ministry of Health of the Republic of Indonesia (2008b), medical records have 4 Minimum Service Standards, namely 1). Completeness of filling out medical record documents 24 hours after completion of 100% service. 2). Completeness of informed consent after getting 100% clear information. 3). The time of providing medical record documents for outpatient services is ≤ 10 minutes. 4). The time of providing medical record documents for inpatient services is ≤ 15 minutes. It can be concluded that the medical record service of RST Bhakti Wira Tamtama has not fulfilled SPM numbers 3 and 4 in providing medical record documents.

Analysis of Job Performance Variables

Employee work performance is the result of the work of an employee who has good quality and quantity in carrying out his duties [20]. Analysis of work performance variables can be seen from 3 supporting indicators, namely time discipline, ability possessed, and results of work.

a. Time Discipline

Based on the preliminary study conducted, information was obtained that medical record employees have working days from Monday to Saturday or 6 working days for outpatient administrative officers and medical records department then Monday to Sunday for inpatient administrative employees. Administration service time from Monday to Friday starts at 07.00 WIB. As for Saturday, administrative service time starts at 08.00 WIB. What happened in the field was the morning service medical record employee who had to continue until the completion of the afternoon poly for more than 13 hours. This is contrary to Article 21 paragraphs (1) and (2) of PP No.35/2021 with a maximum of 7 working hours for 6 working days and 8 hours for 5 working days [21].

In terms of coming to work, medical record employees are still often late or not on time as a result of which administrative service hours start late and make queues become many and patients become long waits. This is one of the causes of the resulting performance being less efficient in terms of time. Lack of human resources causes a considerable workload on employees, this has an impact on the task completion process to be late or not reaching predetermined targets so that there are delays in the provision of inpatient and outpatient medical record documents and not assembling patient's medical record documents.

b. Abilities possessed

Judging from the results of the study, the tasks given to medical record employees are by their abilities, but in the implementation in the field with a large workload, employees feel disturbed in the process of completing their duties which has an impact on the resulting performance to be not optimal. Even the task of assembling patient medical record documents is sometimes untouched or not done, which makes it difficult for doctors to make patient resumes. This has an impact on patient waiting times becoming inefficient or making patients wait longer either at polyclinics, pharmacies, or rongsen actions.

c. Results of the work done

With a large task load or multiple tasks carried out by medical record employees, the results of the work become less than optimal. Maximum results can only be done on the main task but on additional tasks, it becomes less optimal because indeed at the time of working on the main task

alone the time required exceeds the work time set by PP No.35/2021. This is what triggers the lack of maximum results on additional tasks.

Job Satisfaction Variable Analysis

Job satisfaction is an employee's feeling of pleasure towards their roles, duties, and functions in the organization/company in this hospital study. Analysis of job satisfaction variables can be carried out using supporting indicators, namely communication between colleagues and satisfaction with hospital facilities and infrastructure.

a. Communication between colleagues

Communication between colleagues in the medical records unit and other units is good. So in terms of communication, employees feel satisfied because they become comfortable in doing their respective duties and obligations. According to Ardiansyah (2016), employee productivity will be higher with effective communication, employees will not experience confusion in implementing SOPs (Standard Operating Procedures) that have been determined.

b. Satisfaction with hospital facilities and infrastructure

In terms of facilities and infrastructure provided by hospitals, medical record employees are satisfied with work support facilities such as computers, WI-FI, and others. However medical record employees are not satisfied with the hot temperature of the medical record room because of the absence of air conditioning such as air conditioning. In addition to hot temperatures causing employees to be less satisfied, hot room temperatures can also cause patients' medical record documents to be damaged.

This is supported by research from (Yunita et al (2022), explaining that in regulating the temperature and humidity in the room, the air conditioner in the medical record storage room should be turned on for 24 hours. In addition, a *hygrothermometer* is installed that can be used to determine the temperature and humidity of the room. Temperature and humidity settings in the medical record storage room aim to make the room not too humid and medical records stored in the room can be more durable. This proves that there is a reason why medical record employees are not satisfied with the room temperature of the medical record of RST Bhakti Wira Tamtama.

4. CONCLUSION

From the results and discussions in the research previously described, it can be concluded that the effectiveness of the performance of medical record employees with concurrent duties at RST Bhakti Wira Tamtama seen from the variables of self-adjustment, work performance, and job satisfaction in general has not been effective. This can be seen from the unachievement of several variables, namely job performance variables and medical record employee job satisfaction variables with the duplicate tasks performed. First, the variable of work performance, with the existence of multiple tasks, makes the main work of what is done become disrupted and burdened and makes the results of the work done less optimal and there are still medical record employees who are late to come to work which causes administrative service hours to start not on time and makes patients who queue more or pile up. Both variables of job satisfaction, judging from the facilities and infrastructure available employees in the medical record have not been satisfied because the medical record room is considered hot and can damage the medical record documents of patients.

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