

## *Analisis Faktor yang Menyebabkan Belum Tercapainya Target Pelaporan Nilai Kritis Laboratorium: Studi di Instalasi Patologi Klinik Rumah Sakit Umum Haji Surabaya*

### **Analysis of Factors That Cause the Target of Laboratory Critical Value Report Has Not Been Reached: Study at the Clinical Pathology Department at Haji General Hospital Surabaya**

Sonny Marsetyo<sup>1\*</sup>

<sup>1</sup>Department of Administration and Health Policy, Faculty of Public Health, Universitas Airlangga, Surabaya, 60115, Indonesia

#### Article Info

##### \*Correspondence:

Sonny Marsetyo  
[sonnymarsetyo.sm@alumni.unair.ac.id](mailto:sonnymarsetyo.sm@alumni.unair.ac.id)

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#### ABSTRAK

**Latar Belakang:** Nilai kritis laboratorium merupakan hasil laboratorium yang menunjukkan keadaan patofisiologi yang tidak normal yang dapat mengancam nyawa pasien jika tidak segera dilakukan tindakan medis. Pelaporan nilai kritis laboratorium di Instalasi Patologi Klinik Rumah Sakit Umum Haji Surabaya periode Januari-Juli tahun 2020 belum 100%.

**Tujuan:** Penelitian ini menganalisis faktor penyebab belum tercapainya target pelaporan nilai kritis laboratorium di Instalasi Patologi Klinik Rumah Sakit Umum Haji Surabaya berdasarkan faktor psikologis dan faktor organisasi.

**Metode:** Penelitian ini merupakan penelitian deskriptif observasional menggunakan desain penelitian cross sectional. Sampel penelitian sebesar 23 orang yang diambil secara total sampling. Pengumpulan data menggunakan kuesioner yang telah diuji validitas dan reliabilitas.

**Hasil:** Hasil penelitian menunjukkan 73,9% responden bermotivasi tinggi, 91,3% responden berpersepsi baik, 82,6% responden berkepribadian tipe B, 69,6% responden memiliki pembelajaran baik, 78,3% responden memiliki stres kerja rendah, 52,2% responden menyatakan kepemimpinan cukup baik, 95,7% responden menyatakan imbalan sedang, 60,9% responden menyatakan desain pekerjaan sesuai profesi, dan 87,0% struktur organisasi efektif.

**Kesimpulan:** Faktor yang menyebabkan belum tercapainya target pelaporan nilai kritis laboratorium di Instalasi Patologi Klinik, Rumah Sakit Umum Haji Surabaya periode Januari-Juli 2020 berdasarkan Prinsip Pareto 80/20 adalah motivasi, pembelajaran, kepemimpinan, dan desain pekerjaan. Sebaiknya analisis kesehatan meningkatkan motivasi diri, menjadikan pengalaman sebagai pembelajaran, pimpinan sebagai rekan kerja, bekerja dengan baik tanpa paksaan serta Instalasi Patologi Klinik memberikan penghargaan karyawan terbaik, melakukan evaluasi, memberi pemahaman dan penjelasan pengambilan keputusan, mengatur perputaran pembagian tugas.

**Kata kunci:** Faktor organisasi, Faktor psikologis, Mutu, Perilaku

#### ABSTRACT

**Background:** A laboratory critical value is a laboratory test result represents a pathophysiologic state at such variance with normal which threaten patient's life if a medical action is not taken immediately and for which an effective action is possible. The reporting of laboratory critical value at the Clinical Pathology Department at Haji General Hospital Surabaya for the January-July 2020 period had not reached 100%.

**Objectives:** This study analyzed the factors cause the target of laboratory critical value report has not been reached at the Clinical Pathology Department at Haji General Hospital Surabaya based on psychological and organizational factors.

**Methods:** This study was a descriptive observational study with cross-sectional approach. The samples were 23 people in total sampling. The data were collected by questionnaire that had been tested for validity and reliability.

**Results:** The results showed that 73.9% of respondents had high motivation, 91.3% of respondents had good perceptions, 82.6% of respondents had type B personality, 69.6% of respondents had good learning, 78.3% respondents had low work stress, 52.2% of respondents stated that leadership was quite good, 95.7% of respondents said moderate rewards, 60.9% of respondents stated that the work design was according to the profession, 87.0% of the organizational structure was effective.

**Conclusion:** Factors that caused target of laboratory critical value report has not been reached at the Clinical Pathology Department at Haji General Hospital Surabaya for the January-July 2020 period, based on the 80/20 Pareto Principle are motivation, learning, leadership, and job design. Health analysts should increase self-motivation, make experiences as learning, leaders as co-workers, work well willingly and the Clinical Pathology Department to reward the best employees, conduct evaluations, provide understanding and explanation in decision making, regulate the rotation of the division of tasks.

**Keywords:** Behavior, Organizational factors, Psychological factors, Quality

## INTRODUCTION

Deming in 1940 defined quality is a service that can satisfy the customers. Juran in 1954 defined quality is a suitability of product usage to meet customer satisfaction. Service quality is the degree and direction of discrepancy between customer's perceptions and expectations (Fatima *et al.*, 2019). Donabedian in 1980 defined healthcare service quality as "the application of medical science and technology in a manner that maximizes its benefit to health without correspondingly increasing the risk. Healthcare service quality deliver satisfaction for customer expectations and patient needs to improve care by skilled professional providers. However, healthcare service quality is difficult to define and measure depending on the type of treatment, patient perception, and interactions between patients and providers including characteristics of care service and ethical culture of the hospital (Lee and Kim, 2017). The quality of health services is the degree of perfection of health services based on service standards and must keep following up the latest update in professional knowledge in order to satisfy customers (Ulumiyah, 2018).

Hospitals are complex organizations provide quality services and take a good care for possible risks. Laboratory has a vital role in hospital to make a diagnosis caused by bacteria, fungi, virus, and parasites (Salsabila *et al.*, 2021). George D. Lundberg in 1972 defined laboratory critical value, also known as critical result, panic value, or alert value as a result that represents a pathophysiological state different from normal, which needs immediate action because it can risk to a patient's life. The reporting of critical values became a mandatory

quality practice in laboratory medicine procedures, especially after the introduction of accreditation and certification programs to clinical laboratories (Rocha *et al.*, 2016).

Laboratory critical value reporting has been widespread attention because of its importance in health services. Timely and accurate reporting in making decisions can improve patient safety and increase the success of therapy (Lippi and Mattiuzzi, 2016). A laboratory critical value is a laboratory test result represents a pathophysiologic state at such variance with normal which threaten patient's life if a medical action is not taken immediately and for which an effective action is possible (Du *et al.*, 2018). The laboratory critical value is an abnormal value and striking laboratory tests result that can endanger the patient's life if immediate treatment is not carried out. Submitting critical values correctly by the laboratory to the clinician/ward will determine the proper and fast management to provide good outcomes (Zubir *et al.*, 2019).

The target for laboratory critical value reporting by medical laboratory technologist at the Clinical Pathology Department of Haji General Hospital Surabaya for January-July 2020 period had not reached 100% which is, it described that the laboratory critical value reporting had not been implemented properly. This study aimed to analyze the factors cause the target of laboratory critical value report has not been reached at the Clinical Pathology Department at Haji General Hospital Surabaya based on psychological and organizational factors.

**METHOD**

This study was a descriptive observational study with cross-sectional approach. The aim of this study was to analyse the factors that cause the target of laboratory critical value report has not been reached based on Pareto principle. The samples were 23 people, in total sampling. Data were collected by questionnaire that had been tested for validity and reliability. The independent variables were motivation, perception, personality, learning, job stress, leadership, rewards, job design, and organizational structure, while the dependent variable was the laboratory critical value reporting behavior.

**RESULT AND DISCUSSION**

**Motivation and Behavior**

It is known that when motivation is getting higher, the good behavior shown by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya in reporting the laboratory critical value is increasing up to 88.2%. Motivation has been a role as a motivator for employees to work more active and if the leader give a positive motivation to employees, they will feel appreciated and happy at work (Marjaya and Pasaribu, 2019).

**Table 1.** Statistical analysis for correlation of motivation and medical laboratory technologist behavior at the Clinical Pathology Department at Haji General Hospital Surabaya

Motivation	Behavior				Total	
	Average		Good		n	%
	n	%	n	%		
Moderate	2	33,3	4	66,7	6	100
High	2	11,8	15	88,2	17	100
Total	4	17,4	19	82,6	23	100

High performance is related with high motivation, otherwise low motivation is related with low performance. Motivation is the thrust for someone to contribute as much as possible to the success of the organization goals. Motivation as a goal or thrust, became the main driving force for someone in trying to get or achieve something they desire (Andayani and Tirtayasa, 2019).

Motivation at work gives positive effect on work performance. Motivation is a thrust that can increase employee morale, which achieves work performance in the end. It can be said that motivation is a fine thrust, both inside and outside the employee themselves that provides inspiration, enthusiasm, and encouragement to work totally in achieving work performance (Wahyudi, 2019).

Motivation is related in daily work routine as a positive energy that leads to a good work and outcome (Anggraeni, 2020).

**Perception and Behavior**

It is known that when the perception is getting better, the quite good behavior shown by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya in reporting the laboratory critical value is increasing up to 81.0%.

**Table 2.** Statistical analysis for correlation of perception and medical laboratory technologist behavior at the Clinical Pathology Department at Haji General Hospital Surabaya

Perception	Behavior				Total	
	Average		Good		n	%
	n	%	n	%		
Average	0	0	2	100	2	100
Good	4	19,0	17	81,0	21	100
Total	4	17,4	19	82,6	23	100

Perception is an individual process in selecting, receiving, and interpreting information from the environment. In other words, perception is an individual level in understanding when he sees information according to his point of view (Ermawati and Delima, 2016).

Perception is a process involves the entry of messages or information into the human brain in the form of stimuli received by individuals so that they can determine and influence someone to behave (Subagia, Holilulloh and Nurmalisa, 2015).

Perception is a process when individuals give meaning to the environment. It involves organizing and translating various stimulus into a psychological experience. Perception can emerge in individual attitude in looking at a given task, feelings in doing work, and the resulting behavior in doing work (Rahmawaty, 2017).

**Learning and Behavior**

It is known that when learning is getting better, the good behavior shown by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya in reporting the laboratory critical value is increasing up to 87.5%. Learning is the acquisition of skills, knowledge, and abilities that generate a relatively permanent changes in behavior (Kadarwati, 2019).

**Table 3.** Statistical analysis for correlation of learning and medical laboratory technologist behavior at the Clinical Pathology Department at Haji General Hospital Surabaya

Learning	Behavior				Total	
	Average		Good		n	%
	n	%	n	%		
Average	2	28,6	5	71,4	7	100
Good	2	12,5	14	87,5	16	100
Total	4	17,4	19	82,6	23	100

**Work Stress and Behavior**

It is known that the level of work stress shown by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya in reporting the laboratory critical value is low, and has good behavior, which is 82.6%.

**Table 4.** Statistical analysis for correlation of work stress and medical laboratory technologist behavior at the Clinical Pathology Department at Haji General Hospital Surabaya

Work Stress	Behavior				Total	
	Average		Good		n	%
	n	%	n	%		
High	0	0	0	0	0	0
Low	4	17,4	19	82,6	23	100
Total	4	17,4	19	82,6	23	100

Stress, in general is determined as an unpleasant tense condition, because a person subjectively feels that there is something as a burden. The word stress came from the Latin as *Stingere*, which was used in the seventeenth century to describe hardship, suffering, and misfortune (Nur, Hidayati and Maria, 2016). One of the effects of psychological stress can reduce employee job satisfaction where job satisfaction is an emotional attitude that is pleasant and loves the job (Noor, Rahardjo and Ruhana, 2016).

Stress is something that involves the interaction between the person and the environment, namely the interaction between stimulus and response that indirectly affect employee performance and job satisfaction (Setyowati Subroto, 2017). Work stress has a negative and significant effect on employee performance. This shows an opposite relationship between work stress and performance, namely every increase in work stress will have an impact on decreasing employee performance, and so the other way (Ahmad *et al.*, 2019).

**Leadership and Behavior**

It is known that when leadership is getting better, the quite good behavior shown by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya in reporting the laboratory critical value is increasing up to 81.8%. Gibson in 1989 defined leadership is an effort made by someone to influence others to be motivated in doing a job to achieve certain goals. Leadership is influenced by intelligence, personality, and physical characteristics. Leadership is very important in managerial because through a good leadership, the management process will run well and employees will be more passionate in doing their job (Marjaya and Pasaribu, 2019). Leadership variables had an effect and is significant on the employee performance variables. Leadership is one of the factors that shape and help others to work and

enthusiastically achieve the planned goals for the success of the organization (Andayani and Tirtayasa, 2019).

**Table 5.** Statistical analysis for correlation of leadership and medical laboratory technologist behavior at the Clinical Pathology Department at Haji General Hospital Surabaya

Leadership	Behavior				Total	
	Average		Good		n	%
	n	%	n	%		
Average	2	16,7	10	83,3	12	100
Good	2	18,2	9	81,8	11	100
Total	4	17,4	19	82,6	23	100

**Rewards and Behavior**

It is known that when the reward is higher, the good behavior shown by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya in reporting the laboratory critical value is increasing up to 100%. Gibson in 1989 defined someone will exchange time, skill, expertise, and effort for a valuable reward. Rewards are divided into two types, intrinsic rewards are regret, achievement, autonomy, growth, and extrinsic rewards are money, status, promotion, and respect.

**Table 6.** Statistical analysis for correlation of rewards and medical laboratory technologist behavior at the Clinical Pathology Department at Haji General Hospital Surabaya

Rewards	Behavior				Total	
	Average		Good		n	%
	n	%	n	%		
Moderate	4	18,2	18	81,3	22	100
High	0	0	1	100	1	100
Total	4	17,4	19	82,6	23	100

Rewards are external factors that affect a person to increase work motivation. Rewards are closely related to someone's work performance (Crystandy, Tampubolon and Najihah, 2019). Reward is something that employees receive in return for their contributions to the company (Suta and Ardana, 2018). The reward given is in accordance with the type of work and work group, so the employee will get a certain satisfaction at work. Reward can also be given on the basis of individual work, group performance and overall company performance. Reward given to employees can be financial or non-financial reward (Suwaji and Sabella, 2019).

**Job Design and Behavior**

It is known that when the job design is more suitable, the behavior shown by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya in reporting the laboratory critical value is increasing up to 100%.

Gibson in 1989 defined job design is a job analysis outcome that has three characteristics, namely scope, depth of work, and work relation. Scope refers to the number of tasks performed by the job holder. Depth of work is the amount of wisdom by a person to determine the behavior performed and work results. Work relation is determined by managers who are responsible to coordinate groups formed according to organizational goals. Job design is determined as an organizational function in determining individual or group work activities that regulate work assignments to meet organizational needs (Lestari, 2016).

**Table 7.** Statistical analysis for correlation of job design and medical laboratory technologist behavior at the Clinical Pathology Department at Haji General Hospital Surabaya

Job Design	Behavior				Total	
	Average		Good		n	%
	n	%	n	%		
Not suitable	4	22,2	14	77,8	18	100
Suitable	0	0	5	100	5	100
Total	4	17,4	19	82,6	23	100

**Table 8.** Statistical analysis for correlation of organizational structure and medical laboratory technologist behavior at the Clinical Pathology Department at Haji General Hospital Surabaya

Organizational Structure	Behavior				Total	
	Average		Good		n	%
	n	%	n	%		
Less Effective	1	33,3	2	66,7	3	100
Effective	3	15,0	17	85,5	20	100
Total	4	17,4	19	82,6	23	100

## CONCLUSION

Based on the research, data analysis, and discussions, the following conclusions are:

1. Variables of psychological factors that cause the target of laboratory critical value report has not been reached by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya are motivation, learning, and work stress.
2. Variables of organizational factors that cause the target of laboratory critical value report has not been reached by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya are leadership, rewards, and job design.
3. Medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya had a good level of reporting behavior for laboratory critical value, but there are still those who have a fairly good level of reporting behavior for laboratory critical value.

Job design should be tailored to the job based on generational value and preferences. Job design affects performance in positive way. A job is redesigned by an organization or employee to change the structure and content of the job, in the aim to improve outcomes such as employee motivation, performance, and well-being. When a job is very well designed, employee will feel valued, and most will produce good work quality (Amalia and Hadi, 2019).

## Organizational Structure and Behavior

It is known that when the organizational structure is more effective, the good behavior shown by medical laboratory technologist at the Clinical Pathology Department at Haji General Hospital Surabaya in reporting the laboratory critical value is increasing up to 85.5%. The organizational structure has a function to control the whole organization. Structure is a pattern of work and task groups that determine the individual and group behavior (Sari and Chalidyanto, 2016). Organizational structure describes the type of organization, organizational departments, positions, types of authority, fields and work relation, command lines, responsibilities, control range and organizational leadership systems (Hartati, Ratnasari and Susanti, 2020)

Factors that cause the critical laboratory value report has not been reached at the Clinical Pathology Department, Haji General Hospital Surabaya during the January-July 2020 period based on the 80/20 Pareto Principle are motivation, learning, leadership, and job design. Improve motivation to improve work quality and laboratory quality, learn to improve work quality for patient safety, make a good relationship for leader and employee as partner to improve work convenient, eager to work hard.

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