

ANALYSIS OF WORKFORCE REQUIREMENTS BASED ON WORKLOAD IN THE ASSEMBLING SECTION AT THE ACEH GOVERNMENT MOTHER AND CHILD HOSPITAL (RSIA)

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis kebutuhan tenaga kerja berdasarkan beban kerja pada bagian assembling di Rumah Sakit Ibu dan Anak (RSIA) Pemerintah Aceh menggunakan metode Workload Indicators of Staffing Need (WISN). Penelitian ini menggunakan metode deskriptif kuantitatif dengan pendekatan observasional. Populasi penelitian berjumlah 24 tenaga rekam medis, sedangkan sampel penelitian terdiri dari 4 orang, yaitu 3 petugas assembling dan 1 kepala rekam medis yang dipilih menggunakan teknik purposive sampling. Teknik pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi. Analisis data dilakukan dengan menghitung waktu kerja tersedia, standar beban kerja, standar kelonggaran, serta kebutuhan tenaga kerja menggunakan metode WISN. Hasil penelitian menunjukkan bahwa waktu kerja tersedia petugas assembling sebesar 107.040 menit per tahun dengan standar kelonggaran sebesar 0,04. Standar beban kerja diperoleh sebesar 8.766 rekam medis per tahun untuk rawat inap dan 10.619 rekam medis per tahun untuk rawat jalan. Berdasarkan hasil perhitungan metode WISN, kebutuhan tenaga kerja pada unit assembling sebesar 3,37 orang dan dibulatkan menjadi 4 orang. Sementara itu, jumlah tenaga kerja yang tersedia saat ini hanya 3 orang sehingga terdapat kekurangan 1 orang petugas. Kekurangan tenaga kerja tersebut menyebabkan penumpukan dokumen rekam medis dan keterlambatan proses pelayanan. Oleh karena itu, pihak rumah sakit perlu menambah tenaga rekam medis pada bagian assembling agar pelayanan rekam medis dapat berjalan lebih efektif dan efisien.

Kata Kunci: beban kerja, tenaga kerja, assembling, rekam medis, metode WISN

ABSTRACT

This study aimed to analyze workforce requirements based on workload in the assembling section at the Aceh Government Mother and Child Hospital (RSIA) using the Workload Indicators of Staffing Need (WISN) method. This research employed a quantitative descriptive method with an observational approach. The population consisted of 24 medical record personnel, while the sample included 4 respondents, namely 3 assembling officers and 1 head of medical records selected through purposive sampling. Data collection techniques included interviews, observations, and documentation studies. Data analysis was conducted by calculating available working time, workload standards, allowance



standards, and workforce requirements using the WISN method. The results showed that the available working time for assembling officers was 107,040 minutes per year with an allowance standard of 0.04. The workload standard was calculated at 8,766 medical records per year for inpatient services and 10,619 medical records per year for outpatient services. Based on the WISN calculation, the required number of personnel in the assembling unit was 3.37 officers and was rounded up to 4 officers. Meanwhile, the current number of staff is only 3 officers, indicating a shortage of 1 employee. This shortage has caused the accumulation of medical record documents and delays in service processes. Therefore, the hospital management should consider adding medical record personnel in the assembling unit to improve the effectiveness and efficiency of medical record services.

Keywords: *workload, workforce, assembling, medical records, WISN method*

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INTRODUCTION

Medical records are an essential component of healthcare services because they contain important information related to patient identity, examination results, medical procedures, treatments, and other healthcare services provided to patients. Based on the Regulation of the Minister of Health of the Republic of Indonesia Number 24 of 2022, medical records are documents containing notes and data regarding patient healthcare services that are organized in written or electronic form. The rapid development of information technology has encouraged the transformation of conventional medical record systems into Electronic Medical Records (EMR). Electronic Medical Records are digital-based systems that store patient health information electronically through computerized systems, enabling healthcare institutions to manage information more effectively, accurately, and efficiently (Anjani et al., 2023).

The implementation of Electronic Medical Records has become a strategic effort to improve the quality of healthcare services in hospitals. This system enables healthcare data management to be carried out in an integrated manner, thereby accelerating service delivery, minimizing recording errors, and improving the efficiency of healthcare workers. According to Siregar (2024), the implementation of the Regulation of the Minister of Health Number 24 of 2022 concerning medical records positively affects the effectiveness of healthcare services, particularly in terms of documentation accuracy, accessibility of patient information, and



service efficiency. Furthermore, EMR systems support clinical decision-making processes because patient information can be accessed easily and in real time by authorized healthcare professionals.

Hospitals, as healthcare service institutions, have a major responsibility in managing patient data professionally and securely. Along with the increasing number of patient visits, hospitals are required to have information systems capable of supporting effective data management. Therefore, the government mandates every hospital to implement a Hospital Management Information System (*Sistem Informasi Manajemen Rumah Sakit / SIMRS*) as regulated in the Regulation of the Minister of Health Number 82 of 2013. SIMRS aims to improve the efficiency and effectiveness of hospital services through integrated and technology-based data management (Arzona et al., 2025). The implementation of SIMRS not only facilitates administrative healthcare processes but also supports systematic and traceable management of medical record documents.

In practice, medical record management requires adequate human resources in terms of both quantity and competence. One important unit within the medical record department is the assembling section. This section is responsible for checking the completeness of medical record documents, arranging forms according to standard procedures, and ensuring that documents are ready for further processes such as coding and filing. If the assembling process is not carried out optimally, delays may occur in subsequent stages of medical record processing, ultimately affecting the overall quality of hospital services.

In addition to service efficiency, medical record management is closely related to the confidentiality of patient information. Medical record data are highly confidential and can only be accessed by authorized parties in accordance with applicable regulations. Rahma and Mayesti (2019) explained that access control in electronic document systems is crucial to prevent data misuse and maintain patient information security. This statement is supported by Zulfahmi et al. (2024), who stated that hospitals must implement strict procedures when medical record data are requested for specific purposes, including law enforcement



investigations. Therefore, medical record management requires not only an adequate number of personnel but also employees who possess accuracy, responsibility, and professionalism.

The need for human resources in the medical record unit must be analyzed appropriately to ensure that employee workloads correspond to the volume of work performed. Excessive workloads may lead to work fatigue, decreased productivity, increased risk of errors, and service delays. On the other hand, an excessive number of workers may result in inefficient utilization of hospital resources. Therefore, an objective and realistic method is required to calculate staffing needs based on actual workloads.

One method commonly used to analyze staffing requirements in healthcare facilities is the *Workload Indicator of Staffing Need* (WISN) method. WISN is an approach developed by the World Health Organization (WHO) to determine the required number of staff based on the actual workload in healthcare service units. This method considers available working time, workload standards, allowance standards, and the types of activities performed by employees, resulting in more accurate and realistic calculations. Soesanto and Ersyad (2019) stated that the WISN method is advantageous because it is easy to apply, practical, and capable of providing an objective overview of human resource needs.

Several previous studies have discussed staffing needs analysis using the WISN method in healthcare facilities. Research conducted by Wibowo (2021) regarding the analysis of medical record staff requirements during the COVID-19 pandemic revealed that staffing calculations were strongly influenced by available working time, workload volume, and staff allowance standards. The study concluded that staffing requirements in the medical record unit should be adjusted to increased workloads to maintain optimal healthcare services.

Another study concerning staffing needs analysis in the assembling section using the WISN method found that assembling officers were only able to complete an average of 53 incomplete medical record documents per day, whereas the workload standard required 62 documents per day. This discrepancy caused document accumulation, delays in coding processes, and slower document return to the filing section. As a result, healthcare services



were disrupted because medical record documents were not readily available when needed. These findings indicate that an imbalance between staffing levels and workloads significantly affects hospital service quality.

Based on preliminary observations at the Mother and Child Hospital (*Rumah Sakit Ibu dan Anak / RSIA*) of Aceh Government, several problems were identified in the assembling section related to medical record management. The increasing number of patient visits has resulted in a higher volume of documents to be processed, while the number of available staff remains limited. Consequently, employees have not been able to achieve daily document processing targets optimally. This situation has caused an accumulation of medical record files, which subsequently delays coding processes and document distribution to the filing section. If this condition continues, it may negatively affect healthcare service effectiveness and reduce the overall quality of hospital services.

Moreover, high workloads in the assembling section may increase the risk of errors in checking the completeness of medical record documents. In fact, the completeness of medical records plays an important role in ensuring continuity of patient care, supporting healthcare financing claims, and serving as valid legal documentation in healthcare services. Therefore, an in-depth analysis of staffing needs based on actual workloads in the assembling section is necessary so that the hospital can determine the ideal number of staff according to service demands.

Based on the background described above, the researcher is interested in conducting a study entitled “Analysis of Workforce Requirements Based on Workload in the Assembling Section at the Mother and Child Hospital (RSIA) of Aceh Government in 2025.” This study is expected to provide an overview of staffing requirements according to actual workloads and serve as a reference for hospital management in improving the effectiveness and efficiency of medical record services.



RESEARCH METHOD

This study employed a quantitative descriptive research design aimed at systematically describing and analyzing workforce requirements based on workload in the assembling section at the Mother and Child Hospital (RSIA) of Aceh Government. A quantitative approach was selected because it enables objective measurement of workload variables using numerical data and statistical calculations. Quantitative research emphasizes systematic, measurable, and factual data analysis to explain a phenomenon scientifically (Ramdhan, 2021). In addition, quantitative methods are considered appropriate for identifying relationships between variables and generating objective research findings supported by statistical data (Afif et al., 2023). The descriptive method was used to provide an accurate overview of the actual conditions related to staffing needs, workload distribution, and work productivity of assembling officers in the medical record unit. This study also utilized the *Workload Indicators of Staffing Need* (WISN) method developed by the World Health Organization (WHO) to determine the ideal number of personnel based on actual workload conditions in healthcare services.

The study was conducted in the assembling section of the Medical Record Unit at the Mother and Child Hospital (RSIA) of Aceh Government in 2025. The population of this study consisted of 24 medical record personnel working in the hospital environment. Meanwhile, the research sample included four respondents, consisting of three assembling officers and one Head of Medical Records. The sampling technique used was purposive sampling, in which respondents were selected intentionally based on specific criteria relevant to the research objectives, particularly personnel directly involved in assembling activities and workload management within the medical record unit.

The variables examined in this study were categorized into three main dimensions. The first dimension was the quantity of core activities, which included job descriptions, daily work volume, and the total effective working hours within one year. The second dimension was work capacity, covering demographic and professional characteristics of the officers such as age, educational background, technical skills, length of service, and gender. The third dimension was workload analysis, which focused on the number of patient visits, average



service time required by assembling officers, available working time, allowance factors, and the final calculation of workforce requirements using the WISN method.

Data collection in this study was carried out through several integrated techniques. The first technique was in-depth interviews conducted directly with assembling officers and the Head of Medical Records to obtain information regarding operational constraints, workflow implementation, task distribution, and perceptions of workload experienced by employees. The second technique was direct observation conducted in the assembling unit to objectively examine work activities, document processing flow, average completion time for medical record files, and physical work conditions affecting employee productivity. The third technique involved documentation study by collecting secondary data such as monthly patient visit reports, Standard Operating Procedures (SOPs) for assembling activities, staffing data, attendance records, and reports related to medical record management. These documents were used to strengthen and validate the primary data obtained from interviews and observations. According to Zulfikar et al. (2024), documentation techniques in quantitative research are important to support the accuracy and credibility of primary data obtained from the field.

The instrument used in this study included interview guidelines, observation sheets, and documentation checklists. Interview guidelines were designed to explore information regarding workload implementation and workforce adequacy. Observation sheets were used to record work activities, time utilization, and document processing duration, while documentation checklists were used to ensure the completeness of secondary data needed for WISN calculations.

The data analysis technique in this study used the WISN method combined with descriptive analysis. The WISN calculation process involved several stages, including determining available working time, identifying workload components, establishing activity standards, calculating allowance standards, and determining the required number of staff based on actual workload. The formula used in the WISN method is as follows:

$$\text{Required Staff} = \frac{\text{Annual Workload}}{\text{Standard Workload}} + \text{Allowance Factor}$$



In addition, data analysis followed an interactive model consisting of data reduction, data presentation, and conclusion drawing. Data reduction was conducted by selecting and simplifying raw data obtained from interviews and observations to maintain focus on workload and staffing variables. The reduced data were then organized and presented in the form of descriptive narratives, tables, and charts to facilitate interpretation of findings. Finally, conclusions were drawn based on identified patterns and verified through field data triangulation to ensure the validity, reliability, and credibility of the research findings.

To maintain the validity of the data, this study applied source triangulation and method triangulation by comparing interview results, observation findings, and documentation data. This approach was intended to ensure that the research results accurately reflected the actual conditions of workforce requirements and workload distribution in the assembling section of the hospital.

Hasil Penelitian

DISCUSSION

Based on the results of the study conducted in the assembling unit of the Aceh Government Mother and Child Hospital (RSIA) in 2025, it was found that the unit currently consists of three officers, and not all of them have an educational background in Medical Record and Health Information Management. Two officers graduated from Diploma III Medical Record and Health Information programs, while one officer has a Diploma III Nursing background. This condition indicates that the qualifications of human resources in the assembling unit have not fully met professional standards for medical record personnel.

This finding is inconsistent with the Decree of the Minister of Health of the Republic of Indonesia Number 312 of 2020, which states that medical record and health information personnel are required to possess at least a Diploma III qualification in Medical Record and Health Information Management. In addition, healthcare personnel are also required to have legal professional licenses such as a Registration Certificate (*Surat Tanda Registrasi / STR*) and Practice License (*Surat Izin Praktik / SIP*) to ensure professionalism and legal accountability in healthcare services. The suitability of educational qualifications greatly influences the quality



of medical record management because assembling activities require accuracy, knowledge of medical documentation standards, and understanding of hospital information systems. According to Putri et al. (2024), competent human resources are one of the key factors supporting the successful implementation of electronic medical records and integrated hospital information systems.

The results of this study also showed that the available working time for assembling officers at RSIA Aceh Government was 107,040 minutes per year or 1,784 working hours annually. The officers work five days a week with a duration of eight hours per day. This finding is in accordance with Article 77 paragraph (1) of Law Number 13 of 2003 concerning Employment, which regulates that employees working under a five-day work system should work eight hours per day or forty hours per week. Compliance with working time regulations is important to maintain employee productivity, work effectiveness, and occupational health. Excessive workloads exceeding standard working hours may increase fatigue and decrease work performance.

Furthermore, the study identified that the allowance standard in the assembling unit was 0.04. This allowance factor included non-core activities such as routine monthly meetings and morning assemblies. The existence of allowance standards is important in workload analysis because not all working time can be fully allocated to core activities. Officers also require time for rest, coordination meetings, administrative activities, and unavoidable interruptions during work processes. According to the WISN method developed by the World Health Organization (WHO), allowance factors are used to adjust staffing calculations to real working conditions so that the results become more realistic and applicable in healthcare institutions.

The results of this study are supported by previous research conducted by Septya Anggari et al. (2013), which analyzed staffing needs using the WISN method in the medical record unit of Langsat Public Health Center, Pekanbaru. Their study found that the allowance standard for outpatient medical record officers was 0.016, obtained from additional activities outside core services. This similarity indicates that allowance standards are an important



component in workforce calculations because healthcare workers inevitably perform supporting activities beyond their primary duties.

Based on the calculation using the *Workload Indicators of Staffing Need* (WISN) method, the required number of medical record officers in the assembling unit was 3.37 personnel. Since workforce calculations must be expressed as whole numbers, the result was rounded up to four officers. Compared to the current staffing condition of three officers, there is a shortage of one employee in the assembling unit. This shortage explains the occurrence of document accumulation, delays in coding processes, and the inability of officers to achieve daily workload targets. The imbalance between workload and available human resources has caused the existing officers to work beyond their optimal capacity.

The findings of this study are consistent with the theory proposed by Soesanto and Ersyad (2019), who stated that the WISN method is effective for identifying staffing shortages and balancing workloads according to actual service demands. The WISN approach emphasizes that workforce requirements should not merely be based on organizational structure but must consider actual workloads, service volumes, and working time availability. Similarly, Mutiya and Suprayoga (2022) explained that excessive workloads in healthcare facilities may reduce employee productivity and negatively affect service quality. Therefore, workload analysis is essential for determining the ideal number of staff in healthcare institutions.

In addition, the shortage of personnel in the assembling unit may directly impact the quality of hospital services. The assembling section plays an important role in ensuring the completeness and readiness of medical record documents before they proceed to coding and filing processes. Delays in assembling activities may disrupt the continuity of patient services because medical record documents may not be available when needed. According to Hapsari and Mubarakah (2023), effective medical record management is closely related to the quality and speed of healthcare services, especially in hospitals implementing electronic medical record systems. Poor management of medical record documents may also affect administrative reporting, insurance claims, and legal documentation processes.



The accumulation of medical record documents identified in this study also indicates that the workload in the assembling unit exceeds the current workforce capacity. This condition can increase the risk of work fatigue and human error among officers. According to Ramdhan (2021), excessive workload without proportional staffing may decrease employee concentration, increase work stress, and reduce service effectiveness. Therefore, adding one medical record officer is considered necessary to balance workloads and improve operational performance in the assembling unit.

Moreover, the presence of one officer without a medical record educational background suggests the need for competency improvement programs through training and technical education related to medical record management. Training programs are important to enhance employees' understanding of assembling procedures, document completeness standards, and hospital information systems. Afif et al. (2023) emphasized that workforce competency significantly affects organizational performance because employees with adequate technical skills are more capable of completing tasks effectively and efficiently.

Overall, the findings of this study demonstrate that the WISN method can provide an objective overview of staffing needs based on actual workloads in healthcare facilities. The results are expected to serve as strategic information for hospital management in planning human resource allocation, improving employee productivity, and enhancing the quality of medical record services at RSIA Aceh Government.

PEMBAHASAN

DISCUSSION

Based on the results of the study conducted in the assembling unit of the Aceh Government Mother and Child Hospital (RSIA) in 2025, it was found that the number of personnel in the assembling section currently consists of three officers. Of these, only two officers have an educational background in Medical Record and Health Information Management, while one officer has a Diploma III qualification in Nursing. This condition indicates that the competence of human resources in the assembling unit has not fully met the professional standards required for medical record personnel. In fact, the assembling section is one of the most important units in medical record management because it is responsible for



checking the completeness of documents, arranging files according to standard order, and ensuring that documents are ready for coding and filing processes.

The mismatch between educational background and job responsibilities contradicts the Decree of the Minister of Health of the Republic of Indonesia Number 312 of 2020, which states that medical record and health information personnel must possess at least a Diploma III qualification in Medical Record and Health Information Management. In addition, medical record officers are also required to hold a Registration Certificate (Surat Tanda Registrasi / STR) and Practice License (Surat Izin Praktik / SIP) as legal proof of professional competency in healthcare services. Employee competence greatly influences the quality of medical record management because assembling activities require accuracy, understanding of document workflows, and technical skills in managing health information systems. This finding is in line with Putri et al. (2024), who stated that the quality of human resources is one of the key factors supporting the effectiveness of electronic medical record implementation and hospital information systems.

The results of this study also showed that the available working time in the assembling unit of RSIA Aceh Government was 107,040 minutes per year or equivalent to 1,784 working hours annually. This calculation was obtained from 223 effective working days in one year with a working duration of eight hours per day. The work system implemented at the hospital follows a five-day working schedule per week. This condition is consistent with Article 77 paragraph (1) of Law Number 13 of 2003 concerning Employment, which regulates that employees working under a five-day system should work eight hours per day or forty hours per week. Proper working time arrangements are important to maintain employee productivity and occupational health. Excessive workloads beyond standard working hours may cause fatigue, reduce concentration, and increase the risk of errors in processing medical record documents.

This study also found that the allowance standard in the assembling unit was 0.04. The allowance factor was obtained from non-core activities carried out by officers, such as routine monthly meetings and morning assemblies. Allowance standards are an important component of the WISN method because not all working time can be allocated entirely to core service activities. Employees require additional time for administrative tasks, coordination meetings, rest periods, and other supporting activities. According to the Workload Indicators of Staffing Need (WISN) theory developed by the World Health Organization



(WHO), allowance standards are used to adjust workforce calculations to actual working conditions, thereby producing more realistic and objective staffing estimations.

The findings of this study are consistent with previous research conducted by Septya Anggari et al. (2013) regarding workforce analysis using the WISN method in the medical record unit of Langsat Public Health Center, Pekanbaru. Their study obtained an allowance standard value of 0.016, which was derived from additional activities outside the primary duties of medical record officers. Differences in allowance standard values across healthcare facilities are influenced by the type of additional activities, frequency of activities, and operational conditions within each healthcare institution.

Based on the calculation using the Workload Indicators of Staffing Need (WISN) method, the required number of personnel in the assembling unit was 3.37 officers. Since workforce requirements cannot be expressed in decimal form, the result was rounded up to four officers. Compared with the current staffing condition of three officers, there is a shortage of one employee in the assembling unit. This shortage causes employees to experience workloads that exceed their optimal working capacity.

The shortage of personnel in the assembling unit directly affects the effectiveness of medical record services within the hospital. Based on field observations, the high workload has resulted in the accumulation of medical record documents, delays in coding processes, and slower distribution of documents to the filing section. Consequently, medical record files are often unavailable when needed for patient services. This condition demonstrates that an imbalance between workforce availability and workload volume may negatively affect the overall quality of hospital services.

The findings of this study are consistent with the theory proposed by Soesanto and Ersyad (2019), which states that the WISN method provides an objective overview of workforce requirements based on actual workloads in healthcare service units. The WISN method not only considers the number of existing employees but also incorporates effective working time, activity standards, and service volumes, resulting in more accurate workforce analysis. Similarly, Mutiya and Suprayoga (2022) explained that excessive workloads without adequate staffing support may reduce employee productivity and hinder healthcare service quality.

The accumulation of medical record documents in the assembling unit of RSIA Aceh Government also indicates that the current workforce capacity is insufficient to accommodate the increasing number of patient visits. High workloads without proportional workforce additions may increase the risk of work



fatigue among employees. According to Ramdhan (2021), excessive workloads may trigger occupational stress, reduce work accuracy, and increase the likelihood of work errors. In the context of medical records, errors in checking document completeness may affect the quality of health information, financing claim processes, and even the hospital's legal responsibilities.

In addition to increasing the number of personnel, improving employee competence is another important aspect that should be considered by hospital management. Officers without a medical record educational background should be provided with technical training related to assembling procedures, medical record document management, and hospital information systems to improve work quality and efficiency. Afif et al. (2023) emphasized that human resource competence significantly influences organizational effectiveness because employees with appropriate technical skills are more capable of completing tasks accurately, efficiently, and professionally.

Overall, the findings of this study demonstrate that the WISN method can be effectively used as an analytical tool to determine workforce requirements based on actual workloads in the assembling unit of RSIA Aceh Government. The results of this study are expected to serve as strategic information for hospital management in planning human resource allocation more effectively so that medical record services can operate more efficiently, productively, and with higher quality standards.

CONCLUSION

Based on the results of the study conducted in the assembling unit of the Aceh Government Mother and Child Hospital (RSIA), it can be concluded that the current number of personnel is not sufficient to handle the existing workload effectively. The calculation using the Workload Indicators of Staffing Need (WISN) method showed that the ideal number of staff required in the assembling unit is 3.37 officers, which was rounded up to 4 officers. However, the current staffing condition only consists of 3 officers, indicating a shortage of 1 employee. This shortage has resulted in excessive workloads, accumulation of medical record documents, delays in coding processes, and the inability to achieve daily work targets optimally.

The study also found that the qualifications of human resources in the assembling unit have not fully met the professional standards regulated by the Ministry of Health, as one officer does not have an educational background in Medical Record and Health Information Management. In addition, the available working time in the assembling unit was calculated at 107,040 minutes per year, while the allowance standard obtained from supporting activities such as meetings and morning assemblies was 0.04.



Overall, the findings indicate that workload analysis using the WISN method is effective in identifying workforce shortages and determining staffing requirements objectively based on actual workloads. Therefore, hospital management is expected to consider adding one medical record officer in the assembling unit and improving staff competencies through training and professional development programs to enhance the effectiveness, efficiency, and quality of medical record services at RSIA Aceh Government.

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