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Attaining Business Sustainability by Building the Organization Health Index in Organization Behavior: Case Study in Indonesia Private Clinical Laboratory

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ABSTRACT

Indonesian health industry predicted will rapidly develop in the next five years. Indonesia health spending will reach US \$ 60.6 billion over the period 2012 - 2018. PT. X, a company in health industry, has significant growth and widely spread 18 branches all over Indonesia. Therefore, a business sustainability of PT. X needs to be continuously maintained and improved. In accordance with the company's vision "became a national referral center clinical laboratory", keeping a good performance as well as a business sustainability, PT. X need to maintain a company performance and health of their organization. A questionnaire referring to nine element McKinsey Organizational Health Index was applied to assess PT.X organization health. The OHI score obtained from the survey shows that PT X is quite healthy due to surpass the threshold of healthy organization. It is recommended that organizational behavior improvement refer to market focus basic model; achieving an excellent performance for maintaining business sustainability.

1. Introduction

PT. X, which is used as research object is an Indonesian clinical laboratory and has several services product, which are : laboratory examinations, biomolecular / PCR, X-rays, electromedics and ultrasonography. This company already engaged in health industry for 11 years. The health industry is expected to grow and have good prospects in the next five years. Health spending in developing countries like Indonesia is expected to grow by 10.7% per year. Indonesia's health spending predicted will reach US \$ 60.6 billion over the period of 2012 - 2018 (Marketeers, 2013).

Eventhough health business practitioners in Indonesia consist of several industries including hospitals, laboratories, pharmacies, beauty clinics, medicines, medical devices supplier, and health insurance, the potential of clinical laboratories in Indonesia still very large, this has happened since president of Indonesia, Joko Widodo in 2014 proclaim the JKN (National Health Insurance Program) and this program was mandatory for all citizen. The government targeting the number of participants in the Health Insurance National Health Card Program (JKN-KIS) at BPJS reach 95 percent of the total population or equivalent to 252 million people by the end of 2019. That means there is a need for a First

Level Health Facility (FKTP) of 13,000 - 16,000 clinics. Contrarily, the number of pratama clinics as of 1 January 2019 is still 6,500 clinics (Wibowo, 2018), there is a big gap of 9500 laboratories needed. At present, the development of PT.X is quite good and can capture this opportunity, since its establishment in 2008 to 2018, PT. X has grown from 4 branches to 18 branches. Therefore to be able to continue to compete in this industry, a business sustainability of PT. X needs to be continuously maintained and improved, so that the company's vision "becoming a national referral center clinical laboratory". can be achieved.

Ramalu et.al (2014) research result shows that whatsoever small of big company can have sustence performance overtime depends on organizations ability to learn faster than the competition and its capacity to change internal sturctures dynamically, not only adapt the current enviromental changes but also can aticipate what is coming and shaping up even before the competition. And this ability can defines as organizational health (Ramalu et.al, 2014 ; Gagnon et.al, 2017).

Reffering to McKinsey Company research, found that if an organization wants to be sustainable in a long time, than its not only oriented on its performance but also need to maintain their organization health (Keller and Price,

2011). Hannum and Wayne (1997) research also give same result that organizational health is directly correlated with the quality of stakeholder organization performance and should be maintenance for business sustainability. Enterprise sustainability defined as the creation of intra and interorganizational business systems that address to performance over the short and long term (Ramalu et.al, 2014), this also strengthen that organizational health as interorganizational focus strategy is important for business sustainability. Referring to some previous studies above, this research will conduct an organizational health assessment of PT. X.

A questionnaire referring to the nine elements of the McKinsey Organizational Health Index (OHI) namely direction, leadership, work culture and climate, accountability, control and coordination, capability, motivation, external orientation, innovation and learning was applied to assess the organization health of PT.X. It is expected that by knowing PT. X organization health condition, researchers can recommended organization behaviour that can be taken to improve and maintain the health of the organization to achieving business sustainability.

2. Literature Review

a. *Organization health*

Organization health define as the ability of an organization to transform to changing business circumstances, it is further elaborater as the collective competency of the organization to align, execute and renew itself faster than the competition so that it can sustain exceptional performance overtime (Hannum and Wayne, 1997 ; Keller and Price, 2011). There are five characteristic of a healthy organization, which is: minimal politics, minimal confusion, high morale, high productivity dan low turnover (Leinconi, 2012). This characteristic was then formulated into 9 element of organizational health, namely : direction, leadership, culture and climate, accountability, coordination and control, capabilities, motivation, external orientation and innovation and learning (Keller and Price, 2011).

b. *McKinsey organization health index and five archetype*

McKinsey Company formulated 37 practices based on 9 element of organization health as indicator on OHI (Organizational Health Index) (Gagnon, 2017 ; Keller and Price, 2011). There are two outcome of OHI, those are healthy and unhealthy organization. The organization need to be healthy and than maximize their behaviour achieving sustainable business. McKinsey also find that to get the excellence performance, an organization need to be in the top quartile of

health only on six or more practice. To choose the most suitable strategy and recognize which is the necessary behaviour should improve, an organization should understand the type of its organization. **Table 1.** shows the type of organization archetype and what practices was the based of this basic model (Keller and Price, 2011).

Table 1. Four Basic Model Organization (Archetypes) and The Practices

No	Leadership driven	Execution edge	Market focus	Knowledge core
1	Career opportunities	Knowledge sharing	Business partnership	Talent acquisition
2	Open and trusting	Creative and entrepreneurial	Customer focus	Role clarity
3	Performance contract	Employee involvement	Competitive insight	Consequence management

Source : Keller and Price, 2011

Table 1. Four Basic Model Organization (Archetypes) and The Practices (Cont’)

No	Leadership driven	Execution edge	Market focus	Knowledge core
1	Career opportunities	Knowledge sharing	Business partnership	Talent acquisition
2	Open and trusting	Creative and entrepreneurial	Customer focus	Role clarity
3	Performance contract	Employee involvement	Competitive insight	Consequence management
4	Inspirational leader	Talent development	Government and community relations	Reward and incentives
5	Strategic clarity	Internally competitive	Financial management	Personal ownership
6	People performance review	Personal ownership	Capturing external ideas	People performance review
7	Operational management	Bottom up innovation	Process based capabilities	Career opportunities
8	Operationally disciplined	Top down innovation	Shared vision	Performance contracts
9	Consultative leadership	Meaningful values	Outsourced expertises	Professional standart
10	Consequence management	Consequence management	Strategic clarity	Financial management

Source : Keller and Price, 2011

3. Research Methods

In this research mixed method was used. The data obtained from questionnaires was analyzed quantitatively by IBM SPSS Statistics. Validated and reliable data is analyzed to find the existing OHI score of PT.X. This result than compared with archetype basic model to be chosen. Qualitative research than conducted to analyzed gap between PT. X existing OHI score with target score of chosen archetype. This analysis used to formulated recommended solution to achieved excellence performance for maintaining business sustainability.

Study was conducted in Surabaya 1 branch because it is the first branch and has the highest number of patients compared to other branches, so it is considered to be able to represent the research subject (e.g **Table 2**).

Table 2. Number of Patient at PT.X Branch 2017-2018

	Branch	2017	2018
1	Surabaya 1	64,334	72,683
2	Surabaya 2	7,391	8,969
3	Surabaya 3	9,252	10,708
4	Surabaya 4	3,500	4,431
5	Jakarta 1	39,303	42,201
6	Bekasi	28,735	30,307
7	Jakarta 2	3,594	2,765
8	Jogjakarta 1	51,945	49,169
9	Jogjakarta 2	23,332	22,556
10	Bandung 1	15,369	18,137
11	Bandung 2	10,214	9,070
12	Jember	37,121	41,007
13	Solo	23,611	25,737
14	Sidoarjo	19,872	20,026
15	Gresik	15,774	14,667
16	Makassar	13,709	15,038
17	Banyuwangi	6,624	8,067
18	Malang	164	3,439

Source : company internal data

Sampling design for this research using purposive random sampling, the minimum sample required determined by Slovin’s formula with confidence level 95% is 57 sample. Characteristic of the respondent are the permanent employees who have work in core business in the company such as laboratory division, service division, marketing division, human resources division, and finance division. The respondents participated are showed as follows :

1. Branch manager and vice branch manager (2)
2. Supervisor / head division (6)
3. Analist staff (14)
4. Radiologist staff (7)
5. Nurse (13)
6. Marketing and sales (5)
7. Front office (6)
8. Finance and HR staff (4)

Primary data collected through questionnaire distribution and discussion with branch manager and supervisor in PT.X. The questionnaire developed by interpreting from 37 organizational health practices into 44 statement for the purpose of aquiring information, which ask about respondents extent to which they agree represented scale of 1-4 (e.g **Table 3**). This range was chosen to avoid having a middle value in the questionnaire, mid point can produce disorientation in the results obtained because respondents want to please the interviewer (Garland, 1991).

Table 3. Organizational Practice Scale

Likert scale	Posibble Answer
1	Strongly disagree
2	disagree
3	agree
4	Strongly agree

Source : author own’s work

4. Results

a. *Validity and reability testing*

Validity test result that eight dimension namely direction, leadership, culture and climate, accountability, capabilities, motivation, external orientation and innovation and learning shows P-Value <0.05 in all practice statement, but for coordination and control dimension, there is one practice has P-Value > 0.05, P-value = 0.152597 means that financial management not valid to measure organizational health in PT.X. This condition happened because when we learn about the business process of PT.X, financial management on operation doing with budgeting systems, and the responsibility to do this task are supervisor and branch manager job desc, and they only 14% of total respondent, so the rest 86% respondent who are staff don’t really understand about financial management, this condition affected on questionnaire validity. Henceforth in this research, for measuring coordination and control dimension, we ignore financial management practice.

Cronbach’s Alpha is used for reability testing. The output of SPSS obtained show on **Table 4**.

Table 4. Reability Test Output

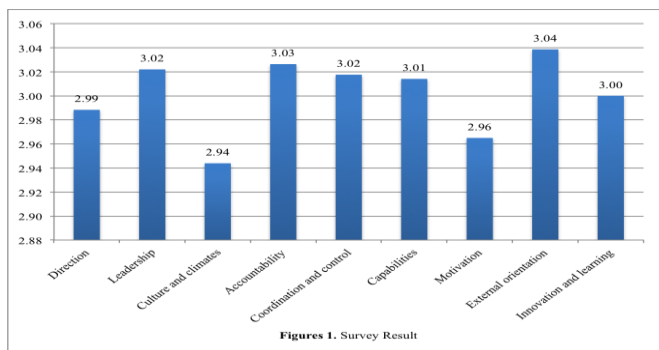
Dimension	Cronchbach's Alpha	Amount of data
Direction	0.690	3
Leadership	0.797	4
Culture and climates	0.838	5
Accountability	0.795	6
Coordination and control	0.800	6
Capabilities	0.660	5
Motivation	0.855	6
External orientation	0.796	5
Innovation and learning	0.746	4

Source : research data process

From the reliability analysis of each dimension, all dimensions have Cronbach's Alpha > 0.6 it shows that the instrument is reliable (Suliyanto, 2018).

b. Survey result analysis

McKinsey research indicates that to be health, organization need to achieve a threshold level of all nine elements of organizational health (Gagnon, 2017). Specifically, the OHI score on each 37 practice that drive the outcomes on these element must be above the bottom quartile. In the other worlds, the threshold level in this research for each element is 1,75 based on the scale range 1-4 was used in questionnaire (e.g **Table 3**). According to collected responses, result for each dimension are stated in **Figure 1**. And score for each practice stated on **Table 5**. Survey result shows that company already exceed the threshold level for all dimension, it is mean that PT.X has met the requirement condition of health.



There are four basic model organization which labelled as “archetype“ can be use as the foundation to build the excellent organizational health, namely leadership driven, execution edge, market focus and knowledge core. Company should know which archetype suitable for their organization to recognize which organization practice should be improve to achieve excellence organization performance for attaining business sustainability.

McKinsey research (Gagnon, 2017 ; Keller and Price, 2011) result that it's harder for an organization to change archetype than to go from unhealthy to healthy within its archetype. So by find out our organization habitual ways to get things done can be used as consideration for choosing archetype that fit with our company. Which practice that being a habit in our organization and the strenght of our company, can be seen in **Table 5 & 6** as the highest score OHI obtain from survey. There are 14 top practices that are spread in each archetypes as follow:

1. Leadership driven, there are 5 practices fit. The practice are open and trusting, performance contract, people performance review, consultative leadership and consequence management.
2. Knowledge core, there are 5 practices fit. The practice are talent acquisition, consequence management, Reward and incentives, people performance review and performance contract

3. Execution edge, there are 2 practice fit. The practice are knowledge sharing and consequence management.
4. Market focus, there are 2 practice fit. The practice are customer focus and government and community relations

From the data above, we can conclude that leadership driven and knowledge core are the dominant archetype in organization. The special characteristic that distinguish leadership driven than other archetype is operational management and discipline, also centrally monitored performance of business unit until individuals evaluation. And this form is more fit with PT.X which is use centrally organization structure. Improving the enterprise sustainability can be doing by improving the internal operations (Searchy, 2014).

Table 5. Organizational Health Index Score Survey Result

Elements	Practices	Mean Score	Total score
1. Direction	1. Shared vision	3.00	171
	2. Strategic clarity	3.04	173
	3. Employee involvement	2.93	167
2. Leadership	4. Authoritative leadership	3.07	175
	5. Consultative leadership	3.05	174
	6. Supportive leadership	3.07	175
	7. Challenging leadership	2.89	165

Table 6. Organizational Health Index Score Survey Result (cont')

Elements	Practices	Mean Score	Total score
3. Culture and climates	8. Open and trusting	3.05	174
	9. Internally competitive	2.98	170
	10. Operationally disciplined	2.98	170
	11. Creative and entrepreneurial	2.85	165
4. Accountability	12. Role clarity	3.00	160
	13. Performance contracts	3.07	171
	14. Cosequence management	3.04	176
	15. Personal ownership	2.93	174
5. Coordina-	16. People performance	3.05	175

tion and control	review		
	17. operational management	3.02	172
	18. Financial management	NV	167
	19. Proffesional standards	3.02	174
	20. Risk management	2.96	172
6. Capabilities	21. talent acquisition	3.05	171
	22. Talent development	3.02	172
	23. process based caabilities	3.04	175
	24. Outsources expertise	2.93	170
7. Motivation	25. meaningful values	2.96	169
	26. Inspirational leaders	3.02	174
	27. career opprtunities	2.75	172
	28. Financial incentives	2.95	172
	29. Rewards and recognition	3.05	174
8. External orientation	30. Customer focus	3.05	167
	31. Competitive insight	2.96	169
	32. Business partnership	3.03	172
	33. Government and community relations	3.12	178
9. Innovation and learning	34. Top down innovation	3.04	168
	35. Bottom up innovation	2.95	176
	36. Knowledge sharing	3.09	172
	37. Capturing external ideas	2.93	174

Source : research data process

Companies must embed sustainability holisticaly, systemically and integrally on their strategic from firm-level to system-level (Lozano, 2018) this can be achieved with strategic clarity (Leinconi, 2012) also empowered by leader by consultative and being an ispiration to their staff. This three practice are foundation of leadership driven archetype, so it recommended as basic model for PT.X.

To achieve the the priority as same as the archetype model, there should be a target to be designed. McKinsey Company research found that excellence performance are leading and maintaining sustainability business, and to achiving this condition can be measured with

gaining OHI score on top quartile score, so the target should be above treshold score of top quartile which is 3.25.

Based on McKinsey research and discussion with PT.X managerial we can measured the gap between PT.X OHI score obtained form survey and target as shown on **Table 7**. Survey data processed obtained that All of the practice are one third quartile, so company need to fill the gaps and leverage it from third quartile to the top quartile.

Table 7 Leadership Driven Practice Gap

No	Leadership driven	Mean	Target	Gap
1	Career opportunities	2.75	3.3	0.55
2	Open and trusting	3.05	3.3	0.25
3	Performance contract	3.07	3.3	0.23
4	Inspirational leader	3.02	3.3	0.28
5	Strategic clarity	3.04	3.3	0.26
6	People performance review	3.05	3.3	0.25
7	Operational management	3.02	3.3	0.28
8	Operationally disiplined	2.98	3.3	0.32
9	Consultative leadership	3.05	3.3	0.25
10	Consequence management	3.04	3.3	0.26

Source : research data process

Career opportunities

Company need to consider this practice as the highest priority to develop. Because this dimension has the biggest gap also the most important practice cause has a function as pipeline of future leader (Keller and Price, 2011). High career opportunity in organization, with development support as moderator dimension positively to job performance (Kraimer, et.al, 2011). PT. X need to providing career opportunity and communicated this to all of their employee through

career path program and development program.

Career path planning can be done in two ways, traditional path, which is employee moves vertically up in organizations, in every position there is a need for specifications certain to be able to rise to the next position, the other path is network path, this runs a horizontal one, where someone's career needs to be added with more experience well (Mondy and Noe, 2011).

Career path program recommended are: (1) Individual Career Program. This program act as guidance to employee and show the career path opportunity available for their position, and must be created customize individually. This program shows caeer path both in vertical and horizontal, (2) Internal Movement Program. This program is a horizontal path and usually run by HR at branch organization.

Development career program recommended are: (1) management Trainee. This program focus on retain and develop employee skill, (2) Talent management and development

This program systematic planned strategic to attract, retain, develop, and motivate highly skilled employees and manager, and focus to find future leader labeled as ‘rising star’ employee. Talent management and development program supported with excellence training especially for managerial skill.

Open and Trusting and Consultative Leadership

Open and trusting practice on culture and work climate can be define giving freedom of expression as a habit in company. 3.05 score shows that PT.X doing this and need to improve and maintain this culture (e.g **Table 5**). This practice can be do by communication strategic clarity with all staff through consultative leadership.

It is essential to drive all leader/manager regularly meet their direct report both formally and informally, and gather employee idea, this consultative leadership style can be solicit input the ways employee doing their particular job and can be used as performance review process (Galpin, et.al, 2015). With this method also can be used as pipe to communicate and underscore the firm strategic and achieving excellence performance.

Performance Contract

Performance contract had a strong positive effect on employee performance. Performance contract ensure performance target setting is well organized and planned. When target setting in performance contract expanded to cover all areas of the organization and be cascaded to all employees of the organization and the evaluation based on this contract linked to some incentive system an excellence performance can be obtained and gain a sustain business (Robert and

Samuel, 2013).

Most respondent agree that the employee has a clear job description and the roles and responsibilities written on performance contract, this showed by only one respondent 'not agree' with this statement on questionnaire. However, 88% respondent shows their agreeable only at 'agree' scales. From the survey we can conclude that to leverage this practice to excellence level, company needs to be more clarified and detailed about the jobdescription, especially how to evaluate it.

Inspirational Leader

Achieving a sustainable business requires a multi-level approach, maximizing performance through creating a better behaviour should be begins with the top management team, this effort must be complemented by operational management practice that permeate entire organization. Organization must encourage their leader to became an inspirational , to develop inspirational leader management should conduct development and training program.

Strategic Clarity

The strategic clarity prompted organization to become aligned and realize how to make fundamental shifts in many aspects of business. Communicate those answers to employees clearly, repeatedly, enthusiastically, and repeatedly need to do to reinforcing clarity (Leinconi, 2012).

That why strategic management program which implemented by webbased program is recommended reckon in PT.X has 18 branch spread all over Indonesia. Webbased program be expected simplify the management and communication process. Communicating strategic also always embedded in management review program which is conduct quarterly for a year achieving strategic clarity beetwen company and all business unit or branch.

People Performance Review

Performance review serve to major pupose in organization, the first one is to improve the job performance of employee and the other is provide information to employee and managers for use in making decisions. Program recomended to do is assesment program, which conduct by corporate organization to communication measurable of branch achievement. Branch manager and their HR staff cascading this performance review into performance review and appraisal for branch employee.

Operational Management and Operationally Disciplined

For achieving excellence performance in operational management, Laboratory Information Systems (LIS) is proposed as recomendation. LIS or many researcher said as health information systems can be defined as

computerized webbased system that aims to collaborate paperless data that contains all aspects of clinical operations such as clinical services, administration and financial systems. The use of LIS has been proven to improve the quality of services in health industries such as reducing costs, reducing data and service errors, and even improving the quality of results (Ahmadian and Khajouei, 2015). This recomendation also based on PT.X competitive advantage which has IT resources that stand as independent departement. Management review program also recomend as program for this practice cause LIS made business process especially in operation will change, and must be review periodically so this strategic can be align and understanable to all stakeholders.

Consequence Management

Consequence management practice devided into positive consequence (rewards, recognition and incentive) or and negative consequence (punishment). When we learn the accountability dimension OHI score obtained from survey, the mean value of personal ownershipis the lowest score in organization, this can be a result of 12% respondent feel the obscurity about cossequence management rules. Very important to give an objective and appropriate consequence, that why linking consequence management to individual

performance is recommend and must be clearly communicated to leverage organization health.

5. Conclusion and Suggestion

Based on the assesment and analysis, it can be conclude that acording to Organizational health Index, PT.X could be considered as health organization, but still not achieving excellence performance. To achieving business sustainability, company need to improve their organization behaviour based o leadership driven archetype obtaining excellence performance.

The recomended implementation plan (e.g. **Table 8**) has validated by interview and discussion with branch manager and senior manager in each departement. Socialization is necessary for all proposed program, entire company need to understood well the program to meet its objectives. Company should conducted OHI survey to evaluated and measure the program effectiveness.

Further research with developing questionnaire to address management financial and make sure that this practice can not be uses as element to measure clinical laboratory organization health.

Table 8. Implementation Plan

No	Leadership Driven Practice	Programs	PIC	Time frame
1.	Career opportunities	1. Individual Career Program	HRB	Week 1
		2. Internal Movement Program		Week 1
		1. Management Trainee		Week 1
		2. Talent management	HRB, HRC	Week 4
2.	Open and trusting	1. Talent management	HRB, HRC	Week 4
		2. Management review program	CSD	Week 2
3.	Performance contract	Rewiewing performance contract program	HRC	Week 1
4.	Inspirational leader	managerial training program	HRC	Week 3
5.	Strategic clarity	Implementing Strategic Management Program through webbased program	CSD, IT	Week 2
6.	People performance review	1. Assesment program	HRB, HRC	Week 5
		2. Performance review	BM	Week 6
		3. Performance appraisal		Week 6
7.	Operational management	1. Laboratory Information Systems	IT, RD	Week 6
		2. Management review program	CSD	Week 2
8.	Operationally disiplined	Quality Management Systems	RD	Week 6
9.	Consultative leadership	Development program	HRC	Week 7
10.	Consequence management	Linking consequence to performance appraisal	HRC	Week 8

Person in Charge (PIC) :

- HRC : HR Department on Corporate Organization
- HRB : HR Division on Branch Organization
- RD : Research and Development Departement
- CS : Corporate Strategy Department
- IT : IT Department
- BM : Branch Manager

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