

# Internal Factor Analysis in the Development of Health Services at Bungur Medika Hospital

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## ABSTRACT

Quality health services are the main focus in meeting the needs of the community. Therefore, hospitals as one of the health service providers must continue to develop the services provided in order to meet the needs and expectations of patients. This study aims to analyze internal factors in the development of health services at Bungur Medika Hospital. This study uses qualitative analysis methods, namely analysis carried out on data, written descriptions, and verbal descriptions then connected with data, written descriptions, and other verbal descriptions. The study was conducted through primary and secondary data collection, namely interviews with hospitals and review of related documents. The results showed that internal factors that need to be considered in the development of health services at Bungur Medika Hospital are the quality of medical and non-medical personnel, available facilities and technology, hospital management, and the availability of necessary resources. Bungur Medika Hospital runs a business that focuses on health services that serve hospital patients has a very important role because it is one of the success factors in running a hospital business.

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## INTRODUCTION

Quality health services are the main focus in meeting the needs of the community (Iskandar, 2016). Therefore, hospitals as one of the health service providers must continue to develop the services provided in order to meet the needs and expectations of patients. In the development of health services in hospitals, a comprehensive analysis of internal factors is very important to be carried out. This analysis aims to identify the strengths and weaknesses of the internal hospital, so as to determine the right strategic steps to improve service quality (Sari et al., 2014).

Some internal factors that need to be analyzed in the development of health services in hospitals include the quality of medical and non-medical personnel, available facilities and technology, hospital management, and the availability of necessary resources (Rohmani et al., 2016). However, in recent years, there are several recent facts and issues that need to be considered in the analysis of internal factors (Nasution, 2018).

Improving the quality of health services is the main focus in the hospital development strategy (Suprpto et al., 2021). This is driven by increasing competition between hospitals in providing the best service for patients. The application of technology and innovation in health services is also becoming increasingly important (Putra, 2018). There is an increasing use of technology in healthcare, such as telemedicine and health applications. However, there are still many hospitals that have not utilized this technology optimally.

Hospital management is a key factor in the development of health services. Effective management can optimize the use of existing resources and improve service quality (Utami, 2013). However, there are still many hospitals that experience problems in management, such as lack of transparency in the use of budgets and inappropriate management decisions.

The COVID-19 pandemic has affected the development of health services in hospitals. Many hospitals are experiencing great pressure in providing health services to patients, especially during the peak of the pandemic (Ambarwati, 2021). In this regard, a comprehensive analysis of internal factors is essential to ensure the availability of sufficient resources and the effectiveness of hospital operational management.

In order to improve the quality of health services, analysis of internal factors is very important for hospitals to do. By identifying the strengths and weaknesses of the internal hospital, appropriate strategic steps can be determined to improve service quality (Arya & Rahayu, 2021). Through a comprehensive analysis of internal factors, it is hoped that hospitals can develop better health services and be able to meet expectations (Nugraheni & Kirana, 2021).

## METHODS

In this study, the author uses qualitative analysis, which is an analysis carried out on data, written descriptions, and verbal descriptions, then connected with data, written descriptions, and other verbal descriptions to get clarity about the truth or vice versa so that new perspectives are obtained or strengthen existing opinions (Basias & Pollalis, 2018) . This research is included in descriptive research because this study intends to describe an event, namely human resource planning at Bungur Medika Hospital with the development of hospital services as an effort to improve employee performance. The approach in this study uses an interdisciplinary approach.

## RESULTS AND DISCUSSION

### 1. Internal Factor Analysis Framework



Figure 1 Internal Factor Analysis Framework

Internal analysis has an important role and is needed in starting a business to find out which are the *resources and capabilities* of a business consisting of *marketing*, operations, human resources and finance in assessing and determining the *strengths and weaknesses* so as to determine the company's business strategy and *competitive advantage* the company (Riniwati, 2016). Hospitals as one of the individual health service facilities are part of health resources that are indispensable in supporting the implementation of health efforts (Nurdiah & Iman, 2016). Government Regulation of the Republic of Indonesia No. 47 of 2021 article 2 paragraph 2 states that the classification of hospitals is based on service capabilities, health facilities, supporting facilities and human resources (Susetio & Iftitah, 2021). Article 5 paragraph 2 hospitals must meet the availability of human resources, buildings, facilities, and equipment.

## **2. Analysis of Demand**

### **2.1 Quality Service (C1)**

Running the Bungur Medika Hospital business that focuses on health services that serve hospital patients has a very important role because it is one of the success factors in running a hospital business from inpatient services, outpatient services, medical services and medical support, how responsive doctors and nurses are in handling and serving patients, responsibility, ready to receive complaints by providing services friendly, straightforward, and quick to respond. Bungur Medika Hospital in providing quality BPJS patient services starting from providing services that are not complicated and fast from the initial process starting from registration to getting the drugs needed by BPJS patients, BPJS patients seeking treatment at the hospital are given convenience if the patient has not completed one of the requirements, namely a referral letter, then the patient can still seek treatment at this hospital by making an agreement in advance between patients with the hospital to complete the next day to this hospital so as to provide satisfaction for BPJS patients to seek treatment at Bungur Medika Hospital. The quality of service provided by the hospital to patients shows the picture and view of the hospital itself. Service that is not good and not of good quality will result in a decrease in patients seeking treatment at the hospital.

### **2.2 Hospital Information Technology System (C2)**

The development of the era of digitalization and technology is currently very developed, giving a huge impact on the progress of information technology systems, including in the health sector, so technology is one of the components that need to be assessed and taken into account in running a business to be able to compete and improve quality and service (Astuti & Salisah, 2016; Sudirman et al., 2020). Starting and running a type C hospital business and improving services for patients requires technology where the hospital already has an integrated and guaranteed hospital technology information system, and the hospital system is connected to the BPJS system so as to provide speed of data accuracy ranging from the online registration system, bed availability, surgery schedules in hospitals, service queues, electronic medical records, and *electronic claims* as well as providing telemedicine services with the aim of providing convenience for patients and improving health services for patients and providing satisfaction for hospital patients.

This technology information system is a form of *Hospital Management System* specifically designed to manage various aspects of hospital operations such as patient medical records, doctor practice schedules, data in and out of patients, drug stock inventory, financial to administrative. This system will help support activities that occur in the hospital which will integrate and simplify operational activities with the aim that the hospital can focus more on providing excellent service for patients.

In supporting hospital services, a hospital information technology system is needed in managing data and accelerating the hospital administration process, a registration

process that aims to provide convenience and acceleration of integration between systems precisely and quickly, assist the data management process, provide accurate information, and assist the process of management and management, hospital data be secure and transparent, and efficiency and effectiveness are achieved.

Bungur Medika Hospital applies digitalization in providing hospital services so that information technology systems become a very important role in the development of hospitals, for that a strategy is needed to maintain and improve the quality of the system, the quality of information and the quality of hospital services.

The strategy used to maintain and improve the quality of the technology requires device specifications and good network quality to avoid system failure during peak hours or the system can always process data during peak loads. This strategy will affect service satisfaction in using the application or website.

### **2.3 Qualified Human Resources (R1)**

In accordance with Law No. 36 of 2014 concerning health article 1 paragraph 5 it is stated that competence is the ability possessed by a health worker based on science, skills, and professional attitudes to be able to carry out practice. In this case, it emphasizes the importance of human resources as a factor that is indeed an important role in the success of an organization. As stipulated in the Regulation of the Minister of Health No. 3 of 2020, article 11 states that human resources in public hospitals in the form of permanent personnel include:

1. Medicaldragon
2. Clinicalpsychology
3. Nursing
4. Obstetrics
5. Pharmaceutical Surgery
6. Publichealth
7. Environmentalhealth
8. Nutrition
9. Physicaltherapy
10. Medicaltechnicians
11. Biomedicalengineering
12. Otherhealth effects
13. Non-health gender

Human resources for non-health include IT personnel, *programmers*, *marketing* personnel, financial personnel, insurance personnel, operational personnel, HRD personnel and other human resource personnel. The number and qualification of resources are adjusted to the results of the workload analysis as well as the needs and capabilities of hospital services.

### **2.4 Supporting Facilities (Facilities and Infrastructure) (R2)**

Hospitals as health facilities must provide optimal services to patients supported by decent, functioning and adequate facilities and infrastructure. Bungur Medika Hospital in the Minister of Health Regulation No. 3 of 2020 article 8 must have the ability to provide medical services and medical support. Article 21 requirements include location, building, infrastructure, human resources, pharmaceuticals and equipment. In addition to outpatient rooms, inpatient rooms, other supporting facilities in the form of: laboratories, pharmacy, radiology, physiotherapy and other installations are also facilities and infrastructure that will support hospital operations.

### **2.5 Online Registration (R3)**

One of the efforts to improve services and provide satisfaction for BPJS patients is the existence of an online registration system to make it easier for BPJS patients to seek treatment and check at Bungur Medika Hospital, where BPJS patients do not need to wait long, do not need to be complicated and complicated for the registration process and can save time and faster to seek treatment at Bungur Medika Hospital.

## **2.6 Easy Hospital Access to the Community (R4)**

In achieving the success of a business, it is necessary to pay attention to access to place because it is one of the factors in success in running a business. One part that affects the success of a business is in determining access to places that are easily accessible to the community for a strategic business, located on the edge of a large road and easily accessible by using private vehicles and public transportation. Access to this hospital is easily accessible to the community with a population density based on data from the Central Bureau of Statistics, the population of Central Jakarta in 2021 was 1,066,460 people. Patients and hospital visitors will be easily affordable to seek treatment at the hospital using private vehicles or public transportation.

## **2.7 Medical and Hospital Equipment (R5)**

A hospital needs medical equipment needed to support type C hospital facilities. Minister of Health Regulation No. 3 of 2020 article 26 paragraph 1 includes medical equipment and non-medical equipment that meets service standards, quality requirements, security, safety and wearability. The use of medical equipment is one of the important elements so that it is necessary to improve and maximize health equipment and hospitals in an effort to improve health services for BPJS patients which has an impact on the quality of service and access to health and BPJS patient satisfaction.

## **3 Analysis of Competition**

### **3.1 Digital Marketing (C3)**

The hospital that will be established is a type C private public hospital utilizing digital marketing and requires professional marketing personnel to have expertise and experience in marketing to be able to introduce and inform products (services), provide services for BPJS patients, market products (services), promote and increase the growth of this hospital.

The concept he does is B2B (Business to Business) and B2C (*Business to Customer*). The B2B concept is carried out by collaborating with health clinics that have become BPJS Kesehatan partners and the B2C concept in collaboration with health marketplaces such as haloDoc, Dokter.id and KlikDokter, in addition to promotional activities using the hospital's website and social media such as twitter, facebook and Instagram.

### **3.2 Cooperation Between Health Facilities and Satellite Clinics (C4)**

Establish a good network and cooperative relationship with clinics and puskesmas in the same rayon with this hospital in accordance with the BPJS health network and also type D referral hospitals in terms of patient referrals and medical support needed to increase income to increase growth for the hospital. Satellite clinics help BPJS patients to check and seek treatment at puskesmas, clinics and at Bungur Medika Hospital and to get hospital referral letters quickly because it can save BPJS patients' time, no need to queue long and long to get a hospital referral letter. With the satellite clinic, the queue of BPJS patients in the queue for treatment to the puskesmas is different from the queue to get a referral letter for treatment to Bungur Medika Hospital and provide notifications on BPJS patients' cellphones on the day and time of treatment to Bungur Medika Hospital, where to get a hospital referral letter, BPJS patients do not need to wait long because the queue line is distinguished from the queue of BPJS patients who want to seek treatment at the puskesmas nor clinics.

### **3.3 Hospital Culture that Creates a Conducive Environment (C5)**

Creating a *culture* that supports positive values such as honesty, professionalism, high work ethic, discipline, service and empathy to patients and their families to provide a conducive hospital environment and increase a sense of family.

### **3.4 Large Working Capital (R6)**

In starting this hospital business, large working capital is needed, where large working capital is one of the most important factors in running a hospital business starting from building,

preparing equipment and machinery needs, supplies, hospital facilities, as well as in carrying out planning from marketing, operational planning, human resource planning and financial planning as well as developing innovations in terms of technology to provide excellent service for BPJS patients and improving hospital performance. Where the working capital can be obtained from investors, own capital or from bank loans.

### **3.5 Human Capital Management (R7)**

This hospital is a health service provider that provides medical services, medical support and even non-medical to the community. In medical services, one of them is the need for *full-time specialist doctors* who have just graduated because they can establish faster and closer cooperation, simplify the process of claiming BPJS, simplify the hospital administration process and reduce the possibility of errors that occur. A strategy is needed to improve the quality of employee performance and develop the potential of its employees. The strategy used to improve the quality of employee performance by conducting *training and development and performance management*, for that requires support from Top Management in achieving its success.

*This training and development* aims to improve the quality of work, skills and work productivity so as to achieve the vision and mission of this hospital. Its implementation must be in accordance with the needs and on target in order to provide benefits to employees and can improve performance optimally.

*Performance Management* is used so that employees can understand their role in providing services and improving their performance. Measurement or assessment of the quality of hospital services must be carried out to provide satisfaction to the community, which includes assessment of the quality of building facilities, the quality of medical devices and the quality of human resources.

### **3.6 Claim Documentation System to BPJS (C10)**

The management of claim documentation to BPJS related to the cost of treatment and examination of BPJS patients at this hospital is still an obstacle for this hospital, because sometimes the documents are still incomplete, there is incorrect coding writing, returned documents from BPJS to the hospital due to incorrect diagnosis writing or administrative writing errors, thus making the disbursement of funds from BPJS to this hospital longer which results in *cashflow* This hospital is not doing well.

### **3.7 Speed In Service (C6)**

The development of hospitals must be able to pay attention to patient satisfaction. One of the factors that has a significant influence on BPJS Hospital patient satisfaction is the speed of service that the hospital provides to BPJS Hospital patients who are in accordance with hospital service standards from the waiting time for patients starting registration, the outpatient service process starting from the registration counter at the polyclinic to taking drugs at the pharmacy.

### **3.8 No Additional Charge (C7)**

In our hospital in providing satisfaction for BPJS patients and getting quality services carry out a commitment for BPJS patients, where BPJS patients who seek treatment at our hospital are not charged additional fees in accordance with applicable regulations.

### **3.9 Specialist Practice Poly Schedule (R8)**

To provide excellent service for BPJS patients in seeking treatment and conducting examinations at this hospital, there is a specialist practice poly schedule every day except for red dates at this hospital, so that BPJS patients who want to seek treatment and see a specialist doctor can be done every day except red dates quickly because of the availability of existing specialist practice poly schedules and available every day except red dates.

### **3.10 First Level Health Facility Services (C8)**

BPJS patients who want to seek treatment and check at this hospital must have a referral letter from a first-level health facility first, both from the puskesmas and health clinics in one rayon with this hospital. Where this hospital makes it easy for patients to get referral letters quickly, there is no need to wait long and queue too long, because this hospital collaborates with puskesmas and health clinics in Serayon with this hospital.

### 3.11 Pharmaceutical Services (C9)

One of the services for BPJS patients is pharmaceutical services to take drugs needed by BPJS patients after conducting an examination from a specialist. BPJS patients can save time, do not have to wait too long and queue for drug collection at the pharmacy, thus providing satisfaction for BPJS patients.

Table 1 Resources and Capabilities Assessment

		<i>Importance</i>	<i>Relative strength</i>	<i>Comment</i>
<i>Resources &gt; company asett</i>				
1	Quality human resources	6	5	HR qualification qualifications that meet the required standards
2	Supporting Facilities	6	4	Facilities and Infrastructure
3	Online Registration	8	9	Make it easier for BPJS patients to seek treatment, no need to be complicated, convoluted and faster
4	Access to hospitals that are easily accessible to the community	8	7	Strategic Hospital Access
5	Medical Equipment and Hospitals	7	5	Not the maximum health equipment and hospitals needed
6	Large working capital	7	7	Available and well-managed capital
7	Human capital Management	7	4	High employee productivity
8	Schedule of specialist poly practice	9	8	Availability of a specialist practice poly schedule every day except red dates
<i>Capabilities &gt; what the company does</i>				
1	Quality service	8	9	Provide satisfaction for patients in quality service
2	RS Information Technology System	8	8	Information technology systems facilitate services for the community and management
3	Digital Marketing	9	8	Marketing Digitalization in B2B and B2C
4	Cooperation between health facilities and satellite clinics	8	8	In accordance with Minimum Service Standards and Hospital

		<i>Importance</i>	<i>Relative strength</i>	<i>Comment</i>
				Accreditation Service Standards
5	Hospital culture that creates a conducive environment	6	5	Culture Formation
6	Speed in service	9	8	Speed of serving patients in hospital treatment
7	No additional fees apply	8	8	BPJS patients are not charged additional treatment fees at this hospital
8	First-level health facility services	7	8	Providing convenience for BPJS patients starting from puskesmas and health clinics
9	Pharmaceutical Services	7	5	BPJS patient services for taking medicines
10	Claim documentation system to BPJS	8	5	Management of claim documents to BPJS in disbursement of funds from BPJS to hospitals
Information				
a. Scale 1-10 (1= not important 10= very important)				

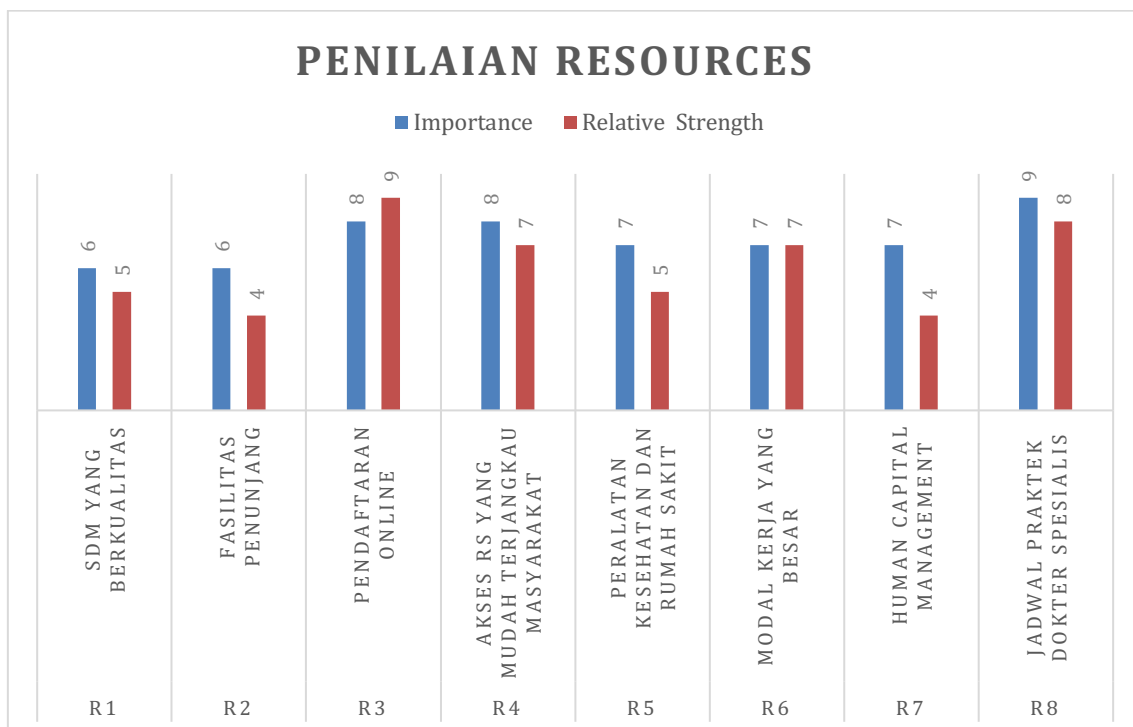


Figure 2 Resources Valuation Diagram



## PENILAIAN CAPABILITIES

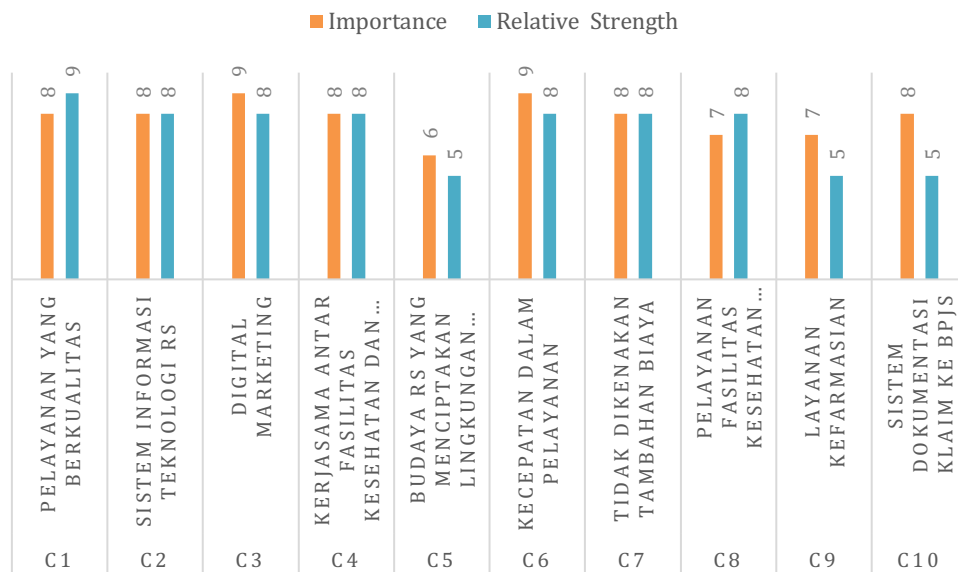


Figure 3. *Capabilities Assessment Diagram*

Based on the results of the assessment in the table above, the strengths and weaknesses can be formulated in *hypothetical form* as follows:

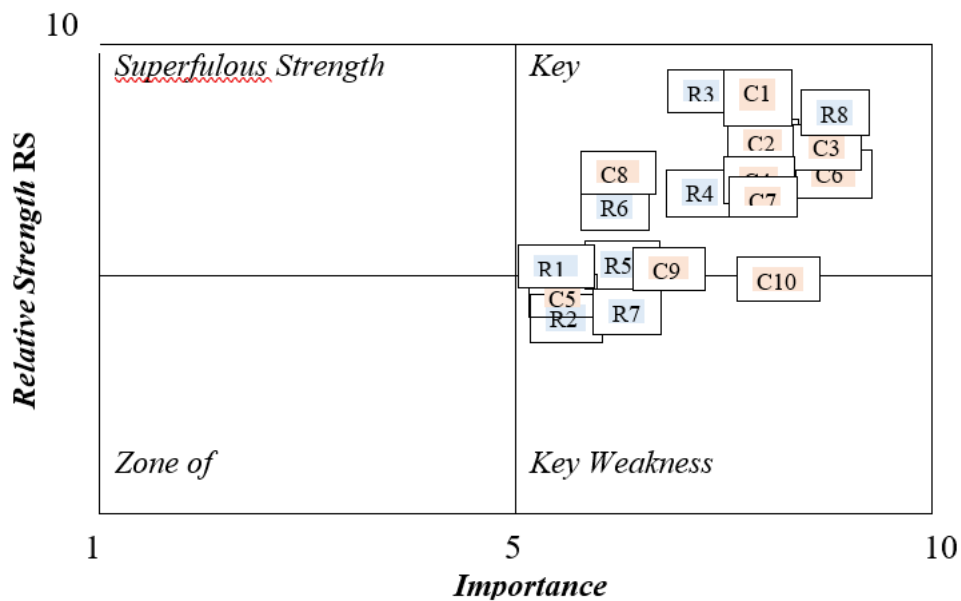


Figure 4 *Hypothetical/RS Bungur Medika Key Strength and Weakness*

### 4 Competitive Advantage

*Resource-Based View* (RBV) analysis using the VRIO framework (*Value, Rare, Imitability, Organization*) is carried out to assess all *resources* owned by the company based on the analysis of strengths and *weaknesses* that have been carried out previously, and then determine the VRIO framework on each potential of resources ) and those *capabilities*.

Table 2 VRIO resource analysis

Resources (Resources)	V aluable	R are	Im itable	Org anized	Implication
Online Registration	Yes	Yes	Yes	Yes	Sustainable competitive advantage
Schedule of Specialist Doctor Practice Poly	Yes	Yes	Not	Yes	Parity advantages

Table 3. VRIO capability analysis

Capabilities (Capability)	Valuable	Rare	Inimitable	Organized	Implication
Quality service	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
RS Information Technology System	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Digital Marketing	Yes	Yes	Not	Yes	Parity advantages
Speed in service	Yes	Yes	Not	Yes	Parity advantages
Cooperation between health facilities and satellite clinics	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
No Additional Charge	Yes	Yes	Not	Yes	Parity advantages

### 3.5 Strength and Weakness Assessment

Based on the results of the analysis above, the company's Strengths and Weaknesses can be obtained as *Internal Factors Evaluation* (IFE), which is shown in the table below:

Table 4 *Internal Factor Evaluation – IFE*RS Bungur Medika

<b>KEY INTERNAL FACTORS</b>	
<b>Strength</b>	
	Ease of BPJS Patients for Treatment
	Hospital access that is strategic or affordable by the community
	Available and well-managed capital
	Provide satisfaction for patients in quality service
	Information technology systems to facilitate services to the community and management
	Marketing <i>Digitalization</i> with B2B and B2C
	Plenary accredited hospital
	Speed of serving patients in hospital treatment
	Schedule of specialist practice poly every day except Sunday
0	BPJS patients are not charged additional treatment fees at this hospital

<b>KEY INTERNAL FACTORS</b>	
1	Providing convenience for BPJS patients starting from puskesmas and health clinics
<b>Debilitation</b>	
	Facilities and infrastructure
	Not the maximum hospital health equipment needed
	<i>Culture</i> Formation
	Quite high employee productivity
	Have the required HR qualifications
	BPJS patient services for taking medicines
	Management of claim documents to BPJS in disbursement of funds from BPJS to hospitals

## CONCLUSION

The conclusion obtained based on the results of the study is that internal analysis has an important role and is needed in starting a business to find out which are the resources and capabilities of a business consisting of marketing, operations, human resources and finance in assessing and determining the strengths and weaknesses so as to determine the company's business strategy and competitive advantage of the company. Running the Bungur Medika Hospital business that focuses on health services that serve hospital patients has a very important role because it is one of the success factors in running a hospital business from inpatient services, outpatient services, medical services and medical support, how responsive doctors and nurses are in handling and serving patients, responsibility, ready to receive complaints by providing friendly service, is not convoluted, and quick to respond.

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