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THE INFLUENCE OF OPERATIONS AND COLLABORATION ON PRIVATE CLINIC POLICIES AND THEIR EFFECTS ON CLINIC PERFORMANCE

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ABSTRACT

This study aims to analyze the influence of operations and collaboration on private clinic policies and their impact on clinic performance. Performance indicators include operational efficiency, service quality, and patient satisfaction. Using a quantitative approach, this study involved health workers and management in private clinics in Jakarta. Data analysis shows that good operations and collaboration have a significant effect on clinic policies, which are mediated by human resource management. The results of the study provide strategic insights for clinic managers to improve organizational performance.

KEYWORDS *Clinic Policy, Clinic Performance. Collaboration*

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INTRODUCTION

The success of hospitals in providing comprehensive and safe health services is greatly influenced by various factors, including facilities, technology, and human resources. Nurses, as health professionals, play an important role in ensuring the quality of hospital services. This is in line with Law Number 38 of 2014 which regulates the requirements for education and qualifications of nurses.

Private clinics play an important role in the healthcare system, especially in serving the community's needs for fast and flexible access to services. However, the main challenge faced by private clinics is to ensure that the quality of services provided is able to meet the expectations of patients and comply with applicable regulations and standards. In a competitive environment, leadership factors play a strategic role in determining the direction of clinic policies and ensuring optimal quality of health services.

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Private clinics have an important role to play in providing healthcare services in the community, facing various challenges such as fierce competition, limited resources, and the need to adapt to strict regulations. As public demands for the quality and accessibility of healthcare increase, private clinics need to optimize internal factors that affect overall clinic performance. In this context, variables such as clinic operations, operational collaboration, and human resource management (HR) are crucial in supporting the success of the clinic (Saville et al., 2019). Human resources or labor are very valuable assets for every organization. The quality of human resources will greatly determine the success of the organization in the future.

1. Clinic Policy

Clinic policies are guidelines and procedures that govern various aspects of a clinic's operations, including patient safety, HR management, and service innovation. Effective policies are designed to achieve consistent efficiency, safety, and quality of service (Totten et al., 2024). Factors influencing policies include government regulations, professional standards, patient needs, and technological developments (Zhao et al., 2022). Good policies are the basis for clinics to improve performance through data- and technology-driven approaches.

2. Human Resources (HR)

HR is an important asset in the clinic. Good HR management involves continuous training, work motivation, and employee well-being (Tworek et al., 2020). Skilled and motivated employees are able to improve the quality of service, which has a positive impact on the clinic's performance.

3. *Collaborative Operational* Clinic

Operational collaboration is the process of coordination and integration between departments within the clinic to achieve effective and efficient service goals. This collaboration involves the role of healthcare workers, administration, and support staff in creating a harmonious work environment that focuses on the interests of patients. Strong operational collaboration can improve communication between staff, accelerate response in patient care, and reduce the risk of medical errors. Thus, operational collaboration supports the implementation of clinic policies that are oriented towards quality and patient safety (English et al., 2023)

4. Clinic Operations

Clinic operations include a series of activities that support the delivery of healthcare services in the clinic, including patient flow management, facility utilization, and resource utilization. Efficient operations allow the clinic to provide consistent and quality services. Operational efficiency contributes to a positive patient experience, reduces wait times, and improves the utilization of clinic resources. In addition, an optimal operational system will support the achievement of quality and safety standards implemented in the clinic's policy (Tortorella et al., 2020)

5. Clinical Performance

Clinic performance reflects the efficiency, effectiveness, and competitiveness of clinics in providing health services. Performance indicators include patient satisfaction, cost efficiency, and quality of service (Tworek et al., 2020). A high-performance clinic is able to provide services that are responsive to patient needs, maintain safety standards, and maintain patient loyalty.

RESEARCH METHODS

Research Object

The object of this study is a private clinic in Jakarta that provides health services to patients. The focus of the research is to understand the influence of operations and collaboration on policies implemented in clinics, as well as how they impact clinic performance including satisfaction, recovery rates, and cost efficiency.

Units of Analysis

The analysis unit in this study is health workers and management in private clinics who are responsible for the implementation of policies and the implementation of health services. Respondents were taken from management (such as clinic heads or service managers) and health workers (doctors, nurses, and support staff)

Research Type

This study uses a quantitative approach with a survey method. Quantitative research is chosen to objectively measure the influence of variables and support statistical analysis in testing the hypotheses that have been formulated.

RESULTS AND DISCUSSION

Collaborative Administration has a positive influence on *Clinic Performance* (H1)

The first hypothesis shows a *path coefficient* value of 0.227 with a Statistic of 4.752 and a p-value of 0. Based on the results of *the one-tailed test*, since the Tstatistik value reached a critical value of 1.645 and *the P-value* was less than 0.05, this hypothesis was supported. This means that *Collaborative Administration* has a significant positive influence on *Clinic Performance* in the context of this study. This indicates that an administrative approach that involves cooperation between various parties is able to increase the effectiveness of clinic operations.

Collaborative Administration has a positive influence on *Management Capability* (H2)

The second hypothesis shows a *path coefficient* value of 0.239 with a Statistic of 3.576 and a p-value of 0. Based on the results of *the one-tailed test*, since the Tstatistik value reached a critical value of 1.645 and *the P-value* was less than 0.05,

this hypothesis was supported. This means that *Collaborative Administration* has a significant positive influence on *Management Capabilty* in the context of this study. This means that collaboration in administration helps create more effective management.

***Employee Engagement* has a positive effect on *Clinic Performance* (H3)**

The third hypothesis shows a *path coefficient* value of 0.260 with a Statistic of 5.175 and a p-value of 0. Based on the results of *the one-tailed test*, since the Tstatistik value reached a critical value of 1.645 and *the P-value* was less than 0.05, this hypothesis was supported. This means that *Employee Engagement* has a significant positive influence on *Clinic Performance* in the context of this study. When employees feel engaged and motivated, they contribute more to the achievement of organizational goals.

***Management Capability* has a positive influence on *Clinic Performance* (H4)**

The fourth hypothesis shows a *path coefficient* value of 0.240 with a Statistic of 4.847 and a p-value of 0. Based on the results of *the one-tailed test*, since the Tstatistik value reached a critical value of 1.645 and *the P-value* was less than 0.05, this hypothesis was supported. This means that *Management Capability* has a significant positive influence on *Clinical Performance* in the context of this study. This reflects the importance of good management in achieving clinic targets.

***Operational Flexibility* has a positive influence on *Clinic Performance* (H5)**

The fifth hypothesis shows a *path coefficient* value of 0.170 with a Statistic of 3.677 and a p-value of 0. Based on the results of *the one-tailed test*, since the Tstatistik value reached a critical value of 1.645 and *the P-value* was less than 0.05, this hypothesis was supported. This means that *Operatinal Flexibility* has a significant positive influence on *Clinic Performance* in the context of this study. The ability to adapt to changes improves operational efficiency and clinical outcomes.

***Operational Flexibility* has a positive influence on *Employee Engagement* (H6)**

The sixth hypothesis shows a *path coefficient* value of 0.288 with a Statistic of 4.797 and a p-value of 0. Based on the results of *the one-tailed test*, since the Tstatistik value reached a critical value of 1.645 and *the P-value* was less than 0.05, this hypothesis was supported. This means that *Operatinal Flexibility* has a significant positive influence on *Employee Engagement* in the context of this study. This means that a flexible work environment makes employees feel more engaged and motivated.

***Operational Flexibility* has a positive influence on *Management Capability* (H7)**

The seventh hypothesis shows a *path coefficient* value of 0.212 with a Statistic of 3.200 and a p-value of 0.001. Based on the results of *the one-tailed test*, since the Tstatistik value reached a critical value of 1.645 and *the P-value* was less than 0.05, this hypothesis was supported. This means that *Operatinal Flexibility* has

a significant positive influence on *Management Capability* in the context of this study. This shows that flexible organizations have more adaptive management.

Operational Flexibility → Management Capability → Clinic Performance
A mediating effect of **0.051** (p-value 0.017) showed that operational flexibility improves clinical performance through managerial ability. Adaptive management helps flexibility in effective operational implementation.
Operational Flexibility → Employee Engagement → Clinic Performance
A mediating effect of **0.075** (p-value 0.005) showed that employee engagement mediated the effect of operational flexibility on clinic performance. More engaged employees will contribute more to performance achievement.
Collaborative Administration → Management Capability → Clinic Performance
A mediating effect of **0.057** (p-value 0.013) showed that managerial ability mediated the influence of collaborative administration on clinical performance. Good collaboration strengthens management, which ultimately improves performance.

CONCLUSION

Based on the results of the hypothesis test that has been conducted, this study concludes that leadership has a significant influence on the policy of private clinics and has an impact on clinic performance. The main findings of this study are as follows: 1. Collaborative Policies to Improve Clinical Performance Collaborative administration has a significant positive influence on clinic performance with a coefficient value of 0.227, which indicates that cross-departmental cooperation is able to improve operational efficiency. 2. Employee Engagement Drives Performance Employee engagement contributes significantly to clinic performance (path coefficient 0.260). Motivated and engaged employees show higher productivity, which ultimately strengthens the clinic's services

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