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Sustainable Competitive Advantage in Bekasi City Hospitals: The Role of Sustainable Governance, Alignment of Physician Management, and Organizational Capabilities

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Abstract: The increasingly dynamic competition in the hospital industry requires healthcare organizations to possess a competitive advantage that is not only effective in the short term but also sustainable. Based on data from the Central Statistics Agency and the Bekasi City Health Department for the year 2026, there are 47 hospitals—comprising both public and private facilities—that compete with one another to provide the best healthcare services to the public. This scientific article is a literature review within the scope of Strategic Management. The purpose of this article is to develop hypotheses regarding the relationships among variables to be used in future research, specifically the influence of Sustainable Hospital Governance on Hospital Sustainable Competitive Advantage through Physician Management Alignment and Hospital Organizational Capability. The research data for this study were sourced from online libraries, Google Scholar, Mendeley, and various other academic resources. The research method employed library research based on e-books and open-access e-journals, using qualitative descriptive analysis. The results of this study indicate that: 1) Sustainable Hospital Governance influences Physician Management Alignment; 2) Sustainable Hospital Governance influences Hospital Organizational Capability; 3) Physician Management Alignment influences Hospital Sustainable Competitive Advantage; and 4) Hospital Organizational Capability influences Hospital Sustainable Competitive Advantage. These findings reinforce the view that the success of modern hospitals is determined not only by physical resources but also by sustainable governance, alignment between physicians and management, and organizational capability to adapt to changes in the healthcare environment.

Keyword: Sustainable Competitive Advantage, Sustainable Hospital Governance, Alignment of Physician Management, Hospital Organizational Capabilities, Hospitals.

INTRODUCTION

The transformation of the healthcare sector in the digital age, regulatory changes, rising patient expectations, and competition among hospitals require healthcare organizations to build

sustainable competitive advantage (Hospital Sustainable Competitive Advantage). It is no longer enough for hospitals to rely solely on physical facilities or medical technology; rather, they must be able to develop organizational capabilities that are difficult for competitors to replicate.

From a strategic management perspective, sustainable competitive advantage is created when an organization possesses resources and capabilities that are valuable, rare, inimitable, and non-substitutable. In the context of hospitals, these resources are manifested through sustainable governance, clinical leadership, collaboration between physicians and management, and the organization's ability to manage change.

One of the main challenges facing hospitals is aligning the interests of medical staff with the organization's goals. Misalignment between physicians and management often hinders the implementation of hospital strategies. Therefore, Physician-Management Alignment is a key factor in supporting organizational effectiveness. In addition, Hospital Organizational Capability refers to the organization's collective ability to integrate resources, knowledge, technology, and work processes so that it can adaptively respond to changes in the environment.

The objectives of this article are to: 1) Analyze the effect of sustainable hospital governance on physician-management alignment in hospitals. 2) Analyze the effect of sustainable hospital governance on hospital organizational capability in hospitals. 3) Analyze the role of physician-management alignment and hospital organizational capability in enhancing sustainable competitive advantage in hospitals.

METHOD

This literature review article was written using library research and systematic literature review (SLR) methods, analyzed qualitatively, and sourced from online platforms such as Google Scholar, Mendeley, and various other online academic platforms.

A Systematic Literature Review (SLR) is defined as the process of identifying, evaluating, and interpreting all available research evidence to provide answers to specific research questions (Kitchenham et al., 2009). The purpose of this SLR is to identify various theoretical perspectives and relevant empirical findings that help explain the relationships among research variables, as well as to identify a conceptual framework that can be used to address the research problem.

In this study, the literature review focuses on analyzing the influence of sustainable hospital governance on sustainable competitive advantage through physician-management alignment and hospital organizational capability. The literature reviewed includes theories and previous research findings related to sustainable hospital governance, physician-management alignment, hospital organizational capability, and sustainable competitive advantage in the healthcare industry.

In qualitative analysis, a literature review is used in accordance with the methodological assumptions of conceptual research. One reason for using qualitative analysis is that this study is exploratory in nature; that is, it aims to delve deeply into the concepts, theories, and relationships among variables that form the basis for developing research hypotheses (Ali, H., & Limakrisna, 2013). Through this approach, the study is expected to develop a theoretical proposition regarding the importance of sustainable hospital governance in creating sustainable competitive advantage by strengthening alignment between physicians and management and enhancing the hospital's organizational capabilities.

RESULTS AND DISCUSSION

Results

Based on the research background, objectives, and methods, the findings of this article are as follows:

Sustainable Competitive Advantage in Hospitals

A hospital's sustainable competitive advantage is its ability to consistently maintain superior performance compared to competitors through a combination of resources, capabilities, innovation, and value that are difficult for other organizations to replicate. A hospital's competitive advantage can be reflected in: 1) Superior service quality. 2) High patient satisfaction. 3) Operational efficiency. 4) Healthcare innovation. 5) Organizational reputation. 6) Financial sustainability. According to the Resource-Based View (RBV) approach, sustainable competitive advantage stems from an organization's ability to effectively manage its strategic assets. The competitive advantages adopted by hospitals in response to the pressures of the JKN system include cost leadership strategies, service differentiation, optimization of clinical pathways, management of the Bed Occupancy Rate (BOR) and Length of Stay (LOS), and the development of centers of excellence. (Septia et al., 2026).

From a marketing management perspective, competitive advantage is an organization's ability to maintain a unique position through a superior value proposition. (Prasetya, 2025). Flagship services are strategic hospital units or services developed with specific competitive advantages to meet patients' specific needs and support the hospital's market position (WHO, 2020). The criteria for developing flagship services include: high public demand for such services, revenue potential, the availability of competent human resources, and alignment with the hospital's mission (Indonesian Ministry of Health, 2022).

Strategies for developing flagship services must consider service differentiation as a competitive advantage. Widyaningtyas and Hartanto (2021) state that differentiation based on patients' emotional needs and comfort has a greater impact on patient loyalty than mere technical features of the service. In other words, a successful flagship service must not only excel clinically but also offer a unique and memorable value proposition. In the context of the Blue Ocean Strategy, the development of flagship services should ideally be carried out through value innovation that considers elements not yet addressed by competitors, such as ease of digital access, services designed to minimize wait times, or ongoing educational services for patients and their families.

Sustainable Hospital Governance

Sustainable Hospital Governance is a hospital management system that integrates the principles of transparency, accountability, social responsibility, environmental sustainability, and a long-term orientation into organizational decision-making. The key dimensions include: 1) Accountability, 2) Transparency, 3) Sustainability Orientation, 4) Ethical Leadership, 5) Stakeholder Engagement, and 6) Environmental Governance. Sustainable governance enhances stakeholder trust and fosters organizational stability in the face of environmental uncertainty.

Hospitals are healthcare institutions that play a vital role in improving public health. Therefore, good governance and effective leadership are the two main pillars for ensuring safe, high-quality, and patient-safety-oriented care. Amran (2025). According to the Guidelines for Hospital Governance in the Operational Sector (Ministry of Health of the Republic of Indonesia, 2025), hospital governance encompasses organizational structure, the division of roles, and accountability mechanisms that ensure the delivery of high-quality health care.

According to the Guidelines for Hospital Governance in the Areas of Human Resources, Education, and Research (Ministry of Health of the Republic of Indonesia, 2025), human resources planning must be based on workload analysis and take into account the ideal ratio of healthcare personnel to the number of beds or patients. Using this method, hospitals can ensure that sufficient staff are available to meet service standards without causing excessive workloads that could impact the quality of care or patient safety. Governance is a system for implementing good management that can help improve company performance and service quality, particularly for hospitals that provide healthcare services to the public; the implementation of good governance in a company is one of the factors that supports the company in improving service

and management innovation, The objective of this study is to identify and analyze the implementation of governance aspects such as transparency, accountability, responsibility, independence, fairness, and the obstacles encountered. (Hutajulu et al., 2024). Governance is a crucial aspect that must be addressed to ensure that the use of information technology at X General Hospital yields optimal results. (Pادمi et al., 2022).

Physician Management Alignment

Physician Management Alignment refers to the degree of alignment between physicians and hospital management in understanding the organization's strategic goals, participating in the decision-making process, and working together to achieve optimal organizational performance. This alignment encompasses several key dimensions: shared vision, strategic participation, clinical leadership, collaborative decision-making, and trust and commitment. A high level of alignment between physicians and management enhances the effectiveness of organizational strategy implementation, strengthens clinical innovation, improves service quality, and supports sustainable hospital performance. Hospitals that are able to build collaborative and harmonious relationships between physicians and management have been shown to have better organizational performance compared to hospitals that experience conflict or misalignment in decision-making.

In an increasingly competitive healthcare environment, a hospital's success is determined not only by management's ability to run the organization, but also by the active involvement of physicians as the primary providers of clinical services. Therefore, every strategic policy must be formulated through effective communication and coordination between management and medical staff so that the organization's goals can be understood and consistently implemented by all parties.

In line with this, Ambari et al. (2023) state that hospitals need to adopt a patient-centered care management paradigm, empower all staff, and continuously improve the quality of healthcare services. In addition to focusing on the efficiency of service processes, service quality improvements must also be tailored to patients' needs, expectations, and preferences. As the primary referral institutions in healthcare, hospitals are expected to provide high-quality services to enhance patient satisfaction and trust. Achieving these goals requires strong synergy between physicians as clinical service providers and management as policy makers and managers of organizational resources.

Alignment between physicians and management also requires the support of a management system capable of providing accurate information as a basis for decision-making. In this regard, organizational performance measurement is a critical factor in managing all hospital business processes. Miranda et al. (2021) explain that Business Intelligence (BI) is a collection of applications, infrastructure, tools, and practices that enable organizations to access, integrate, and analyze data to support more effective decision-making. The implementation of BI in hospitals has the potential to improve the quality, efficiency, and effectiveness of healthcare services by providing fast and accurate information to both physicians and management in formulating strategic policies.

Thus, Physician Management Alignment does not only depend on a shared vision and effective communication between physicians and management, but is also supported by a management information system capable of providing high-quality data as the basis for joint decision-making. The combination of strong collaboration, effective clinical leadership, and accurate information support will enhance service quality, operational efficiency, and the hospital's overall organizational performance on a sustainable basis.

Thus, Physician Management Alignment does not only depend on a shared vision and effective communication between physicians and management, but is also supported by a management information system capable of providing high-quality data as the basis for joint decision-making. The combination of strong collaboration, effective clinical leadership, and

accurate information support will enhance service quality, operational efficiency, and the hospital’s overall organizational performance on a sustainable basis.

Hospital Organizational Capability

Hospital Organizational Capability refers to a hospital’s ability to integrate human resources, technology, information systems, work processes, and organizational knowledge to create superior value and sustain a competitive advantage over the long term. Organizational capability encompasses various dimensions, including strategic capability, innovation capability, learning capability, digital capability, change management capability, and service excellence capability. Strong capabilities enable hospitals to adapt to changes in the environment, respond to technological advancements, improve service quality, and generate sustainable innovation.

The development of organizational capabilities depends not only on the availability of resources, but also on the organization’s ability to manage coordination and collaboration among work units. One key factor that supports the development of organizational capabilities is effective organizational communication. Good communication enables the alignment of vision, the accurate dissemination of information, coordination among professionals, and faster and more precise decision-making. Thus, all of the organization’s resources can be optimally utilized to achieve the hospital’s strategic goals.

Riono et al. (2020) state that organizational communication is a crucial element in every organization because it influences individual behavior, patterns of interaction among members, collaborative processes, and the organization’s ability to achieve its goals. Through effective communication, every member of the organization can understand their role, build harmonious working relationships, and align their actions with the organization’s vision and goals. In the context of a hospital, which involves various healthcare professions, effective communication is a key prerequisite for creating high-quality, patient-safety-oriented service coordination.

In addition to communication, organizational capabilities are also built through the organization’s ability to manage learning, foster innovation, develop human resource competencies, and leverage digital technology to support service delivery and decision-making processes. Organizations with high capabilities will find it easier to undergo transformation, manage changes in a dynamic environment, and maintain service quality amid increasing public demands and advancements in health technology.

Thus, Hospital Organizational Capability is a strategic capability that enables hospitals to optimize all of their organizational resources through effective communication, continuous learning, innovation, and adaptation to change. This capability serves as a crucial foundation for continuously improving operational efficiency, service quality, and hospital competitiveness.

Review of Relevant Articles

Reviewing relevant articles as a basis for formulating the research hypothesis by explaining the results of previous studies and highlighting the similarities and differences between those studies and the proposed research, as shown in Table 1 below.

Table 1: Results of Relevant Research

No.	Author (Year)	Results of Previous Research	Similarities This Article	With	differences from this article	H With
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1	Hutajulu, Nuraini, & Nasution (2024)	The research findings indicate that the implementation of Good Hospital Governance at Mitra Medika Amplas Hospital has been effective in terms of transparency, accountability, responsibility, independence, and fairness. The application of this governance framework has contributed to improving service quality, management effectiveness, and hospital performance. However, challenges remain regarding information transparency and financial accountability, necessitating a comprehensive strengthening of governance implementation.	Both studies discuss hospital governance as a key factor in improving the performance and sustainability of hospital organizations. Both studies also focus on hospitals as their research subjects and emphasize the importance of good governance in improving service quality and organizational competitiveness.	The study by Hutajulu et al. (2024) focuses on a qualitative analysis of the implementation of Good Hospital Governance based on the principles of transparency, accountability, responsibility, independence, and fairness. Meanwhile, this study employs a quantitative approach to examine the effects of Sustainable Hospital Governance, Physician Management Alignment, and Hospital Organizational Capability on Hospital Sustainable Competitive Advantage, resulting in a broader scope as it links governance to the hospital's sustainable competitive advantage.
2	Padmi, Githa, & Susila (2022)	The research findings show that the information technology governance audit at X General Hospital, conducted using the COBIT 2019 framework, achieved a capability level of 4 in the domains APO14 (Manage Data), BAI09 (Manage Assets), and APO07 (Manage Human Resources), as well as a level of 3 in the domain DSS04 (Manage Continuity). These findings indicate that the hospital's IT governance is functioning well; however, improvements are still needed in the area of service continuity management so that the use of information technology can optimally support the achievement of the organization's objectives.	Both studies examine hospital governance as a factor that supports organizational effectiveness. Both studies also focus on efforts to improve hospital performance through effective resource management and systems.	The study by Padmi et al. (2022) focuses on information technology (IT) governance audits using the COBIT 2019 framework by measuring the level of IT process capabilities. Meanwhile, this study focuses on the influence of Sustainable Hospital Governance, Physician Management Alignment, and Hospital Organizational Capability on Hospital Sustainable Competitive Advantage using a quantitative approach, thus emphasizing the achievement of sustainable competitive advantage rather than the evaluation of information technology governance.
3	Ambari et al. (2023)	The research findings indicate that the quality of healthcare services in hospitals can be improved through enhanced hospital accreditation, the implementation of the ISO 9001:2015 Quality Management System, the optimization of BPJS Kesehatan	Both studies discuss efforts to improve hospital performance and excellence through the implementation of organizational governance and management. Both	The study by Ambari et al. (2023) employed a literature review method, focusing on healthcare quality management, including accreditation, ISO

	<p>service management, the development of a Hospital Management Information System (SIMRS), the implementation of Total Quality Management (TQM), and the strengthening of data management. Implementing these strategies can sustainably improve service quality, patient satisfaction, service efficiency, and hospital performance.</p>	<p>the studies also emphasize the importance of service quality, organizational effectiveness, and sustainability in hospital management.</p>	<p>9001:2015, SIMRS, BPJS, and TQM. Meanwhile, this study employs a quantitative approach to examine the effects of Sustainable Hospital Governance (X1), Physician Management Alignment (X2), and Hospital Organizational Capability (X3) on Hospital Sustainable Competitive Advantage (Y).</p>	
4	<p>Miranda, Firmansyah, & Emerald (2021)</p>	<p>The research findings show that the implementation of Business Intelligence (BI) through the Business Intelligence Roadmap approach successfully produced a BI prototype in the form of a performance dashboard that helps hospital management monitor performance indicators such as Bed Occupancy Rate (BOR), Length of Stay (LOS), hospital revenue, and service activities. BI supports faster, more accurate, and data-driven decision-making, thereby improving the effectiveness of hospital management.</p>	<p>Both studies discuss efforts to improve hospital performance and competitiveness by strengthening organizational management systems. Both studies also emphasize the importance of utilizing information to support decision-making and enhance the effectiveness of hospital organizations.</p>	<p>The study by Miranda et al. (2021) focuses on the design of Business Intelligence (BI) as a decision support system using the Business Intelligence Roadmap approach. Meanwhile, this study focuses on testing the effects of Sustainable Hospital Governance (X1), Physician Management Alignment (X2), and Hospital Organizational Capability (X3) on Hospital Sustainable Competitive Advantage (Y) using a quantitative approach.</p>
5	<p>Riono, Syaifulloh, & Utami (2020)</p>	<p>The results of the study indicate that organizational communication, organizational culture, and organizational commitment have a positive and significant effect on employee performance at Dr. Soeselo Hospital in Tegal Regency. Collectively, these three variables account for 72.2% of the variation in employee performance. The better the organizational communication, organizational culture, and organizational commitment, the higher the performance of hospital employees.</p>	<p>Both studies examined internal factors within hospital organizations that influence improvements in organizational performance and competitiveness. Both studies also employed a quantitative approach, using independent variables related to aspects of hospital governance and management.</p>	<p>The study by Riono et al. (2020) used the independent variables Organizational Communication (X1), Organizational Culture (X2), and Organizational Commitment (X3), with Employee Performance (Y) as the dependent variable. Meanwhile, this study uses the variables Sustainable Hospital Governance (X1), Physician Management Alignment (X2), and Hospital Organizational Capability (X3), with Hospital Sustainable Competitive Advantage (Y) as the dependent variable. Thus, this study focuses on achieving sustainable competitive</p>

				advantage for hospitals, rather than merely improving employee performance.
6	Hanafi, Padang, Soesanto, & Qadafi (2023)	The results of the study indicate that organizational culture and employee competence have a positive and significant effect on employee performance and organizational commitment at general hospitals in DKI Jakarta. Furthermore, organizational commitment was found to mediate the effect of employee competence on performance, but did not mediate the effect of organizational culture on performance. These findings confirm that improving organizational culture and employee competence can enhance organizational commitment and hospital performance.	Both studies examine the internal factors within hospital organizations that influence organizational performance and success. Both studies also explore the importance of organizational capabilities and managerial aspects as a means of improving the effectiveness of hospital organizations.	The study by Hanafi et al. (2023) used the variables Organizational Culture, Employee Competence, Organizational Commitment (as a mediator), and Performance as the dependent variable. Meanwhile, this study uses the variables Sustainable Hospital Governance (X1), Physician Management Alignment (X2), and Hospital Organizational Capability (X3), with Hospital Sustainable Competitive Advantage (Y) as the dependent variable. This study focuses on achieving sustainable competitive advantage in hospitals, not merely on improving employee performance.

Discussion

Based on a theoretical review, the purpose of this literature review is to review relevant articles, analyze the relationships among variables, and develop a conceptual framework for the research plan:

Sustainable Hospital Governance Has an Impact on a Hospital’s Sustainable Competitive Advantage

Sustainable Hospital Governance is a hospital management system that integrates the principles of transparency, accountability, responsibility, sustainability, and stakeholder engagement into every organizational decision-making process. Sustainable governance can improve organizational effectiveness, service quality, operational efficiency, and public trust in hospitals.

Sustainable Hospital Governance influences a hospital’s sustainable competitive advantage. The better the implementation of sustainable hospital governance, the greater the hospital’s ability to maintain its competitive advantage. Good governance promotes effective resource management, improves service quality, strengthens the organization’s reputation, and enhances the hospital’s ability to adapt to changes in the environment. This is consistent with the research by Hutajulu et al. (2024) and Padmi et al. (2022), which shows that good hospital governance enhances organizational effectiveness and service quality, thereby supporting the achievement of organizational excellence.

Physician Management Alignment Has an Impact on a Hospital’s Sustainable Competitive Advantage

Physician-Management Alignment refers to the degree of alignment between physicians and hospital management in understanding the organization’s vision, formulating strategic policies, and collaborating to achieve organizational goals. This alignment enhances coordination, communication, and the effectiveness of hospital strategy implementation.

Physician-Management Alignment influences a hospital’s sustainable competitive advantage. The greater the alignment between physicians and management, the better the quality of care, operational efficiency, clinical innovation, and patient satisfaction. These factors serve as a source of competitive advantage that is difficult for other hospitals to replicate.

This is supported by a study by Ambari et al. (2023), which highlights the importance of collaboration among all organizational units in improving the quality of health care, as well as a study by Miranda et al. (2021), which explains that information-based decision-making enhances the effectiveness of hospital organizations.

Hospital Organizational Capability Has an Impact on Hospital Sustainable Competitive Advantage

Hospital Organizational Capability refers to a hospital’s ability to integrate human resources, technology, organizational knowledge, work processes, and innovation to consistently deliver high-quality healthcare services. Organizational capability serves as a strategic asset that enables hospitals to adapt to changes in their environment and maintain their competitiveness.

Hospital Organizational Capability influences a hospital’s sustainable competitive advantage. The higher a hospital’s organizational capability, the greater its ability to generate innovation, improve operational efficiency, enhance service quality, and maintain a competitive advantage in the long term.

This is consistent with the study by Riono et al. (2020), which showed that organizational communication has a positive effect on hospital employee performance, as well as the study by Hanafi et al. (2023), which demonstrated that competencies and organizational culture enhance the success of hospital organizations.

Conceptual Framework of the Research

Based on the problem statement, discussion, and relevant research, the conceptual framework for this article is presented in Figure 1 below

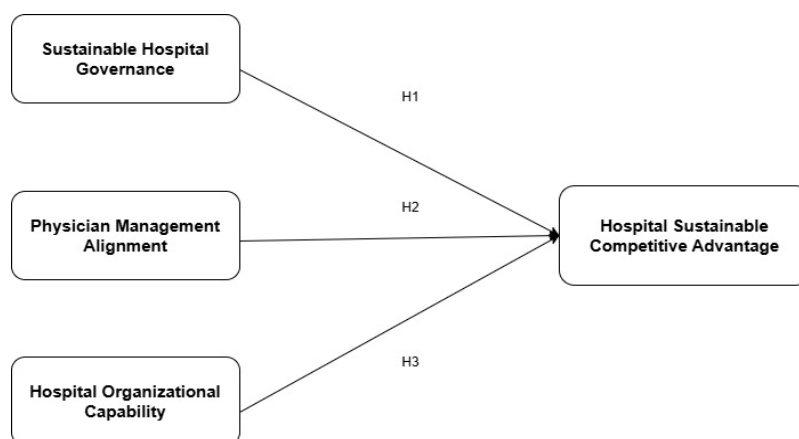


Figure 1: Conceptual Framework

CONCLUSION

Based on Figure 1 above, Sustainable Hospital Governance, Physician Management Alignment, and Hospital Organizational Capability influence Hospital Sustainable Competitive Advantage. In addition to these three exogenous variables that influence Hospital Sustainable Competitive Advantage, there are various other variables that have the potential to influence a hospital's sustainable competitive advantage, including: 1. Hospital Leadership, (Amran, 2025), (Ambari et al., 2023), and (Soelaiman & Siahaan, n.d.). 2. Healthcare Quality Management, (Ambari et al., 2023), (Hutajulu et al., 2024), and (Indonesian Ministry of Health, 2025). 3. Information Technology and Business Intelligence, (Padmi et al., 2022), (Miranda et al., 2021), and (Ministry of Health of the Republic of Indonesia, 2025). 4. Organizational Communication, (Riono et al., 2020), (Miranda et al., 2021), and (Ambari et al., 2023). 5. Organizational Culture and Human Resource Competencies, (Hanafi et al., 2023), (Hutajulu et al., 2024), and (Amran, 2025).

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