

## DAFTAR PUSTAKA

- Ahmad, H. S., Rochmah, T. N., & Setianto, B. (2020). Implementation of Lean Management to Reduce Waiting Time for Drugs in Islamic Hospital, Surabaya. *EurAsian Journal of BioSciences*, 14(3), 2693–2696.
- Al Hroub, A., Obaid, A., Yaseen, R., El-Aqoul, A., Zghool, N., Abu-Khudair, H., Al Kakani, D., & Alloubani, A. (2019). Improving the Workflow Efficiency of an Outpatient Pain Clinic at a Specialized Oncology Center by Implementing Lean Principles. *Asia-Pacific Journal of Oncology Nursing*, 6(4), 381–388. [https://doi.org/10.4103/apjon.apjon\\_21\\_19](https://doi.org/10.4103/apjon.apjon_21_19)
- Alexander, L., Moore, S., Salter, N., & Douglas, L. (2020). Lean management in a liaison psychiatry department: implementation, benefits and pitfalls. *BJPsych Bulletin*, 44(1), 18–25. <https://doi.org/10.1192/bjb.2019.64>
- Amalia, T., & Ramadhan, D. K. (2021). Evaluasi Waktu Tunggu Pelayanan Resep Rawat Jalan Berdasarkan PMK Nomor 129 Tahun 2008 Di Rumah Sakit X. *Prosiding Seminar Nasional UNIMUS*.
- Amanda, A. P., Faridz, H. M., Kiswanto, M. J., & Iswanto, A. H. (2024). Penerapan Lean Hospital Dalam Meningkatkan Pelayanan Gawat Darurat Di Rumah Sakit: Literature Review. *Jurnal Kesehatan*, 2(6), 393–403.
- Anam, S., & Anggarani, A. (2023). Pengaruh Work Environment Dan Self Efficacy Terhadap Work Engagement Yang Dimediasi Oleh Organizational Trust Effect of Work Environment and Self Efficacy on Work Engagement Mediated by Organizational Trust. *Sinomika Journal | Volume*, 2(3), 397–418.
- Anzum, K. M. T., & Kibria, M. G. (2024). A conceptual model for evaluating readiness for lean practices using a fuzzy logic approach: A case study in Bangladeshi healthcare institutes. *Heliyon*, 10(17), 1–21. <https://doi.org/10.1016/j.heliyon.2024.e36356>
- Arbaein, T. J., Alharbi, K. K., Alzhrani, A. A., Monshi, S. S., Alzahrani, A. M., & Alsadi, T. M. (2024). The assessment of readiness to change among head managers of primary healthcare centers in Makkah, KSA. *Journal of Taibah University Medical Sciences*, 19(2), 453–459. <https://doi.org/10.1016/j.jtummed.2024.02.005>
- Ariska, Y. D. N., & Aryanny, E. (2023). Analisis Tingkat Pemborosan Waktu Pelayanan Poli Mata Dengan Value Stream Mapping Dan Value Stream Analysis Pada RSUD Muhammadiyah. *Jurnal Sains Dan Teknologi (SAINTEK)*, 2(1), 57–73.

- Badar, M., & Hajrah. (2022). Manajemen Kualitas Pelayanan Rumah Sakit Umum Daerah Batara Siang Kabupaten Pangkep. *Journal Kaizen*, 1(1).
- Belhadi, A., Touriki, F. E., & El Fezazi, S. (2016). A framework for effective implementation of lean production in small and medium-sized enterprises. *Journal of Industrial Engineering and Management*, 9(3), 786–810. <https://doi.org/10.3926/jiem.1907>
- Bharsakade, R. S., Acharya, P., Ganapathy, L., & Tiwari, M. K. (2021). A lean approach to healthcare management using multi criteria decision making. *Opsearch*, 58(3), 610–635. <https://doi.org/10.1007/s12597-020-00490-5>
- Bhat, S., Antony, J., Gijo, E. V., & Cudney, E. A. (2020). Lean Six Sigma for the healthcare sector: a multiple case study analysis from the Indian context. *International Journal of Quality and Reliability Management*, 37(1), 90–111. <https://doi.org/10.1108/IJQRM-07-2018-0193>
- Chen, M., Guan, Q., & Zhuang, J. (2024). Patient-centered lean healthcare management from a humanistic perspective. *BMC Health Services Research*, 24(1). <https://doi.org/10.1186/s12913-024-11755-w>
- Daft, R. L. (2007). *Organization Theory and Design*. Cengage Learning.
- D'Andreamatteo, A., Ianni, L., Lega, F., & Sargiacomo, M. (2015). Lean in healthcare: A comprehensive review. *Health Policy*, 119(9), 1197–1209. <https://doi.org/10.1016/j.healthpol.2015.02.002>
- Dave, P. Y. (2020). The History of Lean Manufacturing by the view of Toyota-Ford. *International Journal of Scientific and Engeneering Research*, 11(8), 1598–1602.
- Dewi, D. R. S., Karijadi, I., Gunawan, I., Wibowo, W., Mulyana, Ig. J., & Hermanto, Y. B. (2025). Pelatihan Lean Hospital di Rumah Sakit Gotong Royong Surabaya. *PengabdianMu: Jurnal Ilmiah Pengabdian Kepada Masyarakat*, 10(1), 78–86. <https://doi.org/10.33084/pengabdianmu.v10i1.8265>
- Doss, R., & Orr, C. (2017). *White Paper: Lean Leadership in Healthcare*. <Http://Www.Aptimise.Com/LeanLeadershipWhitePaper>.
- Durin, M., Director, M., & China, K. I. (2024). *Why are most companies failing with Lean implementation?* <Https://Kaizen.Com/Insights/Why-Are-Most-Companies-Failing-with-Lean-Implementation/>. <https://kaizen.com/insights/why-are-most-companies-failing-with-lean-implementation/>

- Gaspersz, V. (2012). *All In One: Production and Inventori Management*. Edisi 8, Bogor: Vinchristo Publication.
- Graban, M. (2016). *Lean hospitals: improving quality, patient safety, and employee engagement*. CRC Press.
- Grunden, N., & Hagood, C. (2012). *Lean-led Hospital Design: Creating the Efficient Hospital of the Future*. In *Productivity Press*. Productivity Press.
- Hammoudeh, S., Amireh, A., Jaddoua, S., Nazer, L., Jazairy, E., & Al-Dewiri, R. (2021). The impact of lean management implementation on waiting time and satisfaction of patients and staff at an outpatient pharmacy of a comprehensive cancer center in Jordan. *Hospital Pharmacy*, 56(6), 737–744. <https://doi.org/10.1177/0018578720954147>
- Harrison, M. I., Paez, K., Carman, K. L., Stephens, J., Smeeding, L., Devers, K. J., & Garfinkel, S. (2016). Effects of organizational context on Lean implementation in five hospital systems. *Health Care Management Review*, Apr-Jun, 41. <https://doi.org/https://doi.org/10.1097/HMR.0000000000000049>
- Holden, R. J., Eriksson, A., Andreasson, J., Williamsson, A., & Dellve, L. (2015). Healthcare workers' perceptions of lean: a context-sensitive, mixed methods study in three Swedish hospitals. *National Library of Medicine*. <https://doi.org/10.1016/j.apergo.2014.09.008>
- Holt, D. T., Armenakis, A., Feild, H. S., & Harris, S. G. (2007). Readiness for Organizational Change: The Systematic Development of a Scale. *The Journal of Applied Behaviour Science*, 43(2), 232–255.
- Inuwa, M., & Rahim, S. B. A. (2020). Lean Readiness Factors and Organizational Readiness for Change in Manufacturing SMEs: The Role of Organizational Culture. *Journal of Critical Reviews*, 7(5), 56–67. <https://doi.org/10.31838/jcr.07.05.10>
- Joosten, T., Bongers, I., & Janssen, R. (2009). Application of lean thinking to health care: issues and observations. *International Journal for Quality in Health Care*, 21(5), 341–347.
- Justin, K., A., S. I., Clair, S., Andrew, S., & Richard, A. (2017). Going digital: a narrative overview of the clinical and organisational impacts of eHealth technologies in hospital practice. *Australian Health Review*, 41, 646–664. <https://doi.org/https://doi.org/10.1071/AH16233>
- Kaltenbrunner, M., Bengtsson, L., Mathiassen, S. E., & Engström, M. (2017). A questionnaire measuring staff perceptions of Lean adoption in healthcare:

Development and psychometric testing. *BMC Health Services Research*, 17(1), 1–11. <https://doi.org/10.1186/s12913-017-2163-x>

Kelatow, C. G., Adolfini, & Trang, I. (2016). Pengaruh evaluasi pekerjaan, gaji, dan fasilitas kerja terhadap kinerja pegawai pada RS Pancaran Kasih Manado. *Jurnal Ekonomi Manajemen Dan Bisnis*, 4(5), 371–381.

Kilpatrick, J. (2003). Lean Principles Explained. *Utah Manufacturing Extension Partnership*, 1–5.

Kim, C. S., Spahlinger, D. A., Kin, J. M., & Billi, J. E. (2006). Lean health care: what can hospitals learn from a world-class automaker? *Journal of Hospital Medicine*, 1(3), 191–199.

Lelyana, N. (2024). Analisis Dampak Inovasi Teknologi pada Strategi Manajemen Rumah Sakit. *JISHUM : Jurnal Ilmu Sosial Dan Humaniora*, 2(4), 425–446. <https://doi.org/10.57248/jishum.v2i4.380>

Liker, J. (2004). *The Toyota Way*. McGraw-Hill.

Madsen, S. R., Miller, D., & John, C. R. (2005). *Readiness for organizational change: Do Managing the Human Side of Work*, 9th ed. Prentice Hall.

Maharani, K. S., & Vembriati, N. (2019). Peran pengembangan karir terhadap komitmen organisasi karyawan Rumah Sakit Bali Royal. *Jurnal Psikologi Udayana*, 6(2), 301–311.

Mulianingsih, S. (2020). Pengaruh Strategi Manajemen Perubahan Dan Kepemimpinan Transformasional Dalam Merubah Budaya Organisasi. *PAPATUNG: Jurnal Ilmu Administrasi Publik, Pemerintahan Dan Politik*, 3(3), 42–52. <https://doi.org/10.54783/japp.v3i3.314>

Mulyantini, A. (2021). Membangun Kinerja Perawat Dan Komitmen Organisasi Ditinjau Dari Aspek Kepemimpinan, Kompetensi Dan Lingkungan kerja Pada Rumah Sakit Daerah Pandan Arang Boyolali. *Program Magister Manajemen*.

Narayanamurthy, G., & Gurumurthy, A. (2016). Leanness assessment: a literature review. *International Journal of Operations and Production Management*, 36(10), 1115–1160.

Narayanamurthy, G., Gurumurthy, A., Subramanian, N., & Moser, R. (2018). Assessing the readiness to implement lean in healthcare institutions – A case study. *International Journal of Production Economics*, 197(July 2017), 123–142. <https://doi.org/10.1016/j.ijpe.2017.12.028>

- Nurwulan, N. R. A. A. T., Astuti, E. D., Fitri, R. A., & Nisa, S. R. K. (2021). *Pengurangan Lead Time dengan Lean Manufacturing: Kajian Literatur. JIME (Journal of Industrial and Manufacture Engineering)*. 5(01), 30–.
- Pinta, T. A., Ayuningtyas, D., & Rhinza, S. S. (2022). Penerapan Metode Lean Terhadap Peningkatan Kinerja Pelayanan IGD di RSUD Cilincing Tahun 2017. *Jurnal Ilmiah Indonesia*, 7(2).
- Prado-Prado, J. C., Fernández-González, A. J., Mosteiro-Añón, M., & García-Arca, J. (2020). Increasing competitiveness through the implementation of lean management in healthcare. *International Journal of Environmental Research and Public Health*, 17(14), 1–26. <https://doi.org/10.3390/ijerph17144981>
- Prasad, K. V., & Vasugi, V. (2023). Readiness Factors for Sustainable Lean Transformation of Construction Organizations. *MDPI*, 15(8).
- Putriasih, S. A., Meliala, A., & Firman. (2020). Lean Management to Reduce Waiting Time for Routine Blood Service at Blood Transfusion Service Unit Cipto Mangunkusumo Hospital. *Jurnal Kebijakan Kesehatan*, 09(01), 51–55.
- Reza Alkaf, A., Dwi Permana, A., Anggraini, D., Nepy Asmara, D., Prasetyanto, W., & Paramarta, V. (2024). Analisis Kesuksesan Implementasi Rekam Medis Elektronik di RS Universitas Gadjah Mada. *COMSERVA : Jurnal Penelitian Dan Pengabdian Masyarakat*, 3(10), 4329–4335. <https://doi.org/10.59141/comserva.v3i10.1180>
- Shafiq, M., & Soratana, K. (2020). Lean Readiness Assessment Model – A Tool for Humanitarian Organizations’ Social and Economic Sustainability. *Journal of Humanitarian Logistics and Supply Chain Management*, 10(2), 77–99. <https://doi.org/10.1108/JHLSCM-01-2019-0002>
- Shofiyullah. (2023). *Strategi Meraih Keunggulan Kompetitif Berkelanjutan Pasca Pandemi COVID-19 Dengan Metode Analisis SWOT*. Universitas Islam Sultan Agung.
- Sterlacci, M. (2020). *Employee Readiness to Transformational Change in a Merger of Divergent Organizational Cultures*. Lund University.
- Susyanto, H. (2019). Pengaruh Kepemimpinan, Keterlibatan Karyawan dan Kepuasan Kerja. *Jurnal Ekonomi, Bisnis, Dan Akuntansi (JEBA)*, 21(1), 1–20.
- Ummah, F., Munaa, N., & Kusdiana, A. (2022). Lean Healthcare Readiness Evaluation among Staff in Private Hospital. *BIO Web Conf*.
- Vaishnavi, V., & Suresh, M. (2021). Assessment of readiness level for implementing lean six sigma in healthcare organization using fuzzy logic

approach. *International Journal of Lean Six Sigma*, 12(2), 175–209. <https://doi.org/10.1108/IJLSS-07-2019-0081>

Van Zyl-Cillié, M. M., van Dun, D. H., & Meijer, H. (2024). Toward a roadmap for sustainable lean adoption in hospitals: a Delphi study. *BMC Health Services Research*, 24(1). <https://doi.org/10.1186/s12913-024-11529-4>

Westwood, N., James-Moore, M., & Cooke, M. (2007). *Going Lean in the NHS*. NHS Institute Innovation.

Widjaja, G. L., & Pontjoharyo, W. (2021). Ketika Lean Tidak Hanya Mengenai Efisiensi: Efektivitas Lean pada Badan Usaha Berbasis Layanan Konsumen. *Jurnal Riset Akuntansi Dan Keuangan*, 9(1), 101–114. <https://doi.org/10.17509/jrak.v9i1.27535>

Yuganingsih, T., Widodo, G. P., & Saptarini, O. (2021). Pendekatan Lean Hospital untuk Meminimalkan Waste di Instalasi Farmasi Rawat Jalan di Rumah Sakit Umum Daerah Pandan Arang Boyolali. *Jurnal Penelitian Kesehatan Suara Forikes*, 12(November), 53–56.

Zaviera, P., Yuliansyah, & Nauli, P. (2021). Pengaruh akuntabilitas dan budaya organisasi terhadap kinerja organisasi pada rumah sakit swasta kota Bandar Lampung (The impact of accountability and organizational culture on organizational performance at the private hospitals in Bandar Lampung city). *Jurnal Studi Pemerintahan Dan Akuntabilitas*, 1(1), 43–54.

Zulkarnain, & Hadiyani, S. (2014). Peranan Komitmen Organisasi dan Employee engagement terhadap Kesiapan Karyawan untuk Berubah. *Jurnal Psikologi*, 41(1), 19–35.