DAKSA MEDICAL LABORATORY BUSINESS DEVELOPMENT PROJECT PLANNING AND OPERATIONAL STRATEGY

Morten Elson, Tantri Yanuar Rahmat Syah, Rhian Indradewa, Ketut Sunaryato
Economics and Business, Esa Unggul University
Email: morten.elson@student.esaunggul.ac.id, tantri.yanuar@esaunggul.ac.id,
rhian.indradewa@esaunggul.esaunggul.ac.id, ketut.sunaryato@esaunggul.esaunggul.ac.id

ABSTRAK

Membangun usaha Laboratorium Medis di kabupaten bekasi memerlukan perencanaan proses operasional yang sesuai dengan rencana. Oleh karena itu, perlu dilakukan analisa rencana operasional dalam pengembangan bisnis dan strategi jangka panjang yang tepat untuk mencapai tujuan bisnis pengembangan Laboratorium Daksa. Tujuan dari penelitian ini adalah untuk menganalisis rencana operasional perusahaan dalam mengembangkan Bisnis Laboratorium Medis. Penelitian ini menggunakan metode penelitian kualitatif. Teknik pengumpulan data dalam penelitian ini menggunakan studi literatur, wawancara dan observasi. Data yang terkumpul kemudian dievaluasi dan dianalisis secara tematis. Hasil penelitian menunjukkan bahwa rencana operasional pengembangan usaha Laboratorium Medis Daksa telah disusun dengan baik. Perencanaan operasional ini dilakukan melalui beberapa tahapan yaitu pemilihan lokasi pembangunan, prasarana sarana pelayanan, perencanaan pelayanan dan program pelaksanaan operasional.

Kata Kunci : Strategi operasional, perencanaan bisnis, laboratorium medik kesehatan

ABSTRACT

Building a Medical Laboratory business in Bekasi district requires operational process planning according to plan. Therefore, it is necessary to analyze operational plans in business development and long-term strategies that are appropriate to achieve the business objectives of developing Daksa Laboratory. The purpose of this research is to analyze the company's operational plans in developing the Medical Laboratory Business. This research uses qualitative research methods. Data collection techniques in this research use literature study, interviews and observation. The data collected was then evaluated and analyzed thematically. The results of the research show that the operational plan for developing the Daksa Medical Laboratory business has been well prepared. This operational planning is carried out through several stages of selecting the construction site, service facility infrastructure, service planning and operational implementation programs.

Keywords: Operational strategy, business planning, health medical laboratory

1. INTRODUCTION

Bekasi Regency consists of 23 sub-districts, 7 sub-districts and 180 villages with an area of 127,388 ha or 3.43% of the area of West Java Province. Bekasi Regency has borders in the southern part with Bogor Regency, the western part with DKI Jakarta and Bekasi City and the eastern part with Karawang Regency. Total population 3,147,268 people, population density / km^2 2456,9/km^2 soul (Kurniawan, 2024). Tambun Selatan has the second largest area in Bekasi Regency with an area of 37.12 km^2 consisting of 9 villages and 1 subdistrict with a population of 426,765 people and a population density of 4,139 population density per km^2 (Rosana Yohana F, 2021). The South Tambun region has the number 1 population and population density in Bekasi Regency.

From health data, in 2019 health complaints were 25.07%, in 2020 health complaints were 28.83% until 2021 health complaints reached 38.60% (Wisnu Sinar Pratama, 2024). there has been an increase in the percentage of the population who have health complaints (figure 1). The presence of a medical laboratory is very important in monitoring a person's health. Based on data from the Bekasi district health office, Bekasi district only has 9 (nine) medical laboratories (Larasati, 2022). Tambun Selatan sub-district itself has 8 community health centers, 6 hospitals and 64 clinics. Health fans who already exist in the area have the opportunity to become partners or networks of the Medical Laboratory (Agustia, 2013).

Persentase Penduduk yang Mempunyai Keluhan Kesehatan Selama Sebulan Terakhir Menurut Kabupaten								
Percentage of People Who Had Health Complaint During a Month Prior to The Survey by Regency /								
Kabupaten/Kota Regency/City	2015	2016	2017	2018	2019	2020	2021	
(1)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	
Kabupaten/Regency								
1 Bekasi	21.65	26.24	18.49	24.68	25.07	28.83	38.60	
Sumber: Dinas Kesehatan Kabupaten Bekasi								

Figure 1. Data on the percentage of the population who have health complaints
Source: Open1data.bekasikab.go.id

Bekasi Regency's economy is the largest in West Java. This can be seen from the gross regional domestic product (GRDP) based on current prices (ADHB) in Bekasi Regency which amounted to IDR 317.94 trillion in 2020. West Java experienced an increase of 5.78% higher than the economy in 2021 (Figure 2) (Rosana Yohana F, 2021). An increase in the potential economy can increase welfare and health awareness in the community, which tends to pay attention to health, undergo regular check-ups and use available medical services.
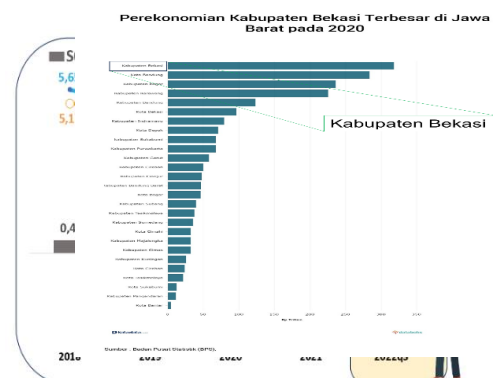

Figure 2. Trend of Economic Growth in Bekasi Regency
2020 and West Java's economic increase in 2022
Source: Central Statistics Agency (BPS)

The number of residents of Bekasi Regency who have become participants in the National Health Insurance (JKN) BPJS Health has reached 98 percent, around 3,084,322 of the current total of 3,147,268 people (https://www.bekasikab.go.id/). Based on the 2021 Bekasi Regency Regional Government Implementation Report (RLPPD) Summary, in 2020 the purchasing power of Bekasi Regency residents averaged IDR 11,241 million per person per year. If calculated per month, the population's purchasing power is IDR 936,750 per capita per month. The population's purchasing power in 2020 decreased, one of which was due to the Covid-19 pandemic. And in 2021, it is estimated that the per capita expenditure of the people of Bekasi Regency will reach IDR 11,341,000 per year and if calculated per month, the purchasing power of the population will be IDR 945,083 per capita per month. This is because the economy in Bekasi Regency in 2021 will experience an increase following efforts by the Bekasi Regency and Central governments to overcome the Covid-19 pandemic that hit Bekasi Regency and other regencies/cities. Rapid restoration of public confidence in carrying out economic activities. This opens up opportunities for the health clinic service sector to build and develop public health in the Bekasi Regency area which is able to reduce public health complaints (Hermanto, 2024).

Daksa Medical Laboratory is here to provide the best service supported by the Lean AI (Artificial Intelligence) artificial intelligence system based on medical records in clinical laboratory management (Nisa, 2023). Implementation of a Lean AI system based on medical records, data processing is used by Lean AI to organize customer medical record data and laboratory test results, testing analyzes laboratory test results and identifies disease symptoms, analyzers are used by Lean IA to analyze data and identify trends and correlations that are valuable for health processing .The main customers in our services are patients who use direct consultation services, telemedicine services, referrals from health facilities, health screening services, home care services, drive-thru services and onsite services. The target market for Daksa Laboratory is middle and upper middle class people who prioritize complete, satisfying and quality services (Tantri Yanuar Rahmat, 2023).

2. METHOD

This research uses descriptive qualitative research methods. Qualitative research is a method used to describe and explain the problems being studied in sentence form, so that the data obtained can understand a particular phenomenon or context. The approach tends to be descriptive, where the approach tends to be various methods, surveys, case studies and data analysis, to obtain more detailed and comprehensive data (Gilang Asri Nurahma, 2021).

Data collection techniques in this research used literature study, observation, interviews, questionnaires and documentation. The main aim of qualitative research focuses on revealing the phenomena or meanings observed and gaining broader insight into developments obtained in the field in a comprehensive manner. Thematic analysis is carried out using a set of data to test the similarity of themes to the research objectives.

3. RESULTS AND DISCUSSION
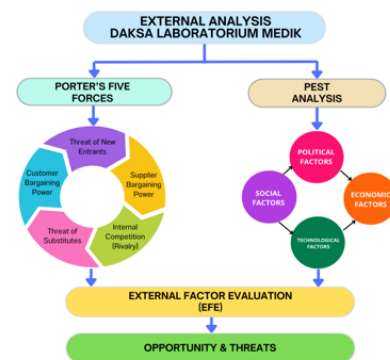**External Factor Analysis**

Figure 3. External Factor Analysis Framework

Several things that can be analyzed include the economy, demographic factors, social and cultural factors, economic factors, legal and regulatory factors and others. From this external analysis factors are summarized and important things are taken that describe competitor information so that the company can take more efficient strategies or decisions to achieve long-term goals (Rhian Indradewa,

2023). To analyze external factors, you can use competitive analysis which includes analysis*Porter's Five Forces,* PEST and EFE analysis (*Opportunity-Threat).*

From the EFE analysis of external factors such as political, economic, social and technological that influence the medical laboratory industry, a list of opportunities and threats for the medical laboratory industry was obtained (Putra, 2024). The results of this EFE will be analyzed using the SWOT method.

A	Opportunity
1	Online licensing processing with OSS (*Sistem Online Single Submission*)
2	Bekasi Regency's economic growth increased 5.78%
3	The community wants a private laboratory in the South Tambun area
4	Actively participate in increasing public health awareness
5	Technology*Healthtech* facilitate access to health services
6	The development of professional health technology is being replaced by robotic technology and*automation* (Automation)
B	Threat
1	Minimum Wage Increases 7.2% from 2022
2	Global Health Threats
3	BI interest rate trend increases by 0.5% every month
4	Negative public perception of B3 waste
5	Endangering the security of information systems (data)

Tabel 1. Matrix EFE
Source: Writing Team, 2024

Operational Planning

Figure 4. Operational Planning Framework

Based on the framework above, these are the operational implementation stages.

Level of Business Establishment

We plan to form a Limited Liability Company (PT) with the name PT Daksa Mandiri. The establishment and licensing arrangements are assisted by using consultants, then the terms and conditions for establishment follow the applicable regulations in Republic of Indonesia Law No. 40 of 2007.

Previously Article 32 Paragraph (1) of the Job Creation Law stated that an individual's basic capital was at least IDR 50,000,000 (fifty million rupiah) but with the latest regulations, more precisely in Article 109 number 3 of the Job Creation Law which changes 32 paragraph (2) The PT Law states that the amount of authorized capital of a PT is determined based on the decision of the founder of the PT. This makes it easier to open business opportunities. The capital for the establishment of PT Daksa Mandiri was IDR 7,000,000,000 (Seven billion rupiah) which was obtained from investors 83.00% and bank loans 17.00%.

Objectives Operational Targets

Medical Laboratory Daksa Operational Objectives are obtained based on short-term strategy analysis, medium-term strategy and long-term strategy. Below are the operational objectives of Daksa Medical Laboratory.

Medical Laboratory Daksa Operational Targets are obtained based on planning in accordance with*Establish Terms Objective* which is connected with*Lean Canvas Model* (specifically*Unfair Advantage, Unique Value Proposition*, and*Solution*), as well as QSPM which focuses on market development indicators for achieving goals.*Business Canvas* about*Key Resources*. Below are the operational targets of Daksa Laboratory.

No	Short Term Goals and Objectives (1-2 Years)
01	**Objective :**
	Ensure that examination services at Daksa Medical Laboratory are running 100%
	Target :
	- Ensuring that recommendations and infrastructure are 100% ready for use - Ensure equipment and reagents for examination are 100% available - Ensure HR has received 100% excellent training
02	**Objective :**
	Carrying out the main laboratory licensing preparation process 70%
	Target :
	Prepare requirements for the main medical laboratory in accordance with Ministry of Health 411 of 2010
03	**Objective :**
	Implement*Lean AI (Artificial Intelligence)*100% as an automation process in the service process
	Target :
	- Develop*Diagnostic assistance* helps doctors provide diagnostic recommendation data in real time - Developing a process system*Machine learning*
No	**Medium Term Goals and Objectives (3-4 Years)**
01	**Objective :**
	Daksa Laboratory received a Primary Level laboratory certificate
	Target :
	Primary Level Laboratory Certificate provides access to collaboration in the transformation of referral services by partnering with hospitals
02	**Objective :**
	Preparing for 100% accreditation
	Target :
	Can collaborate with BPJS Health
03	**Objective :**
	Collaborating with 2 vendors in handling medical waste
	Target :
	Collaborating with government agencies to provide medical waste storage in 2 (two) areas of Bekasi Regency and Bekasi City
No	**Long Term Goals and Objectives (≥5 Years)**
01	**Objective :**
	Improvement of competence and skills of laboratory workforce training skill 2 times/year
	Target :
	Improving health service quality standards: 1. PPE compliance target 100% 2. Target patient identification compliance 100% 3. Patient satisfaction level with Daksa laboratory target ≥90% 4. Accurate service time target 100% 5. Compliance or discipline. Attendance of target medical personnel ≥95%
02	**Objective :**
	Planning the expansion of the Daksa medical laboratory in the Central Java area in 1 place
	Target :

Purchase of land and a new laboratory clinic building in the Central Java area 1 place

Table 2. Operational Goals and Targets of Medical Laboratory Daksa
Source: Writing Team, 2024

Product and Process Service Design
In the design of medical laboratory Daksa operations, there are several steps that need to be taken to ensure the effectiveness and efficiency of laboratory services for patients (Ketut Sunaryanto, 2022). The following is the flow of patients to the Daksa Medical Laboratory.

Visit Service Design
Daksa Medical Laboratory patient service design: Patients who request examinations of their own free will, these patients usually undergo routine examinations such as checking blood type, uric acid, or blood fat levels. Then patients who bring referrals from outside doctors, either referral forms or written referrals or doctor's prescriptions. And patients who need a personal or collective health certificate or medical check-up (MCU).
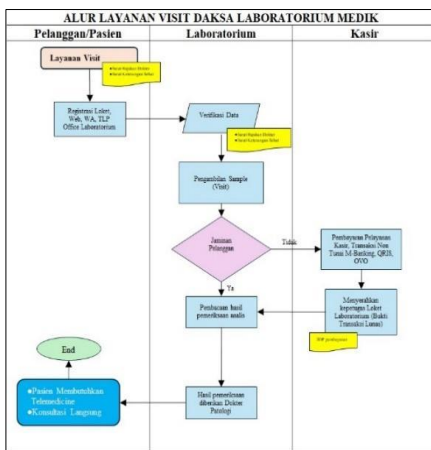
Figure 5. Medical Laboratory Daksa Visit Service Process

Home Care Service Design
Home care is a health service facility provided by medical personnel at the patient's home but under the supervision of a doctor. Home Care services include care services taken at home, the office or for patients undergoing

vaccinations or other health needs. And the patient optimizes the patient's condition and accompanies the patient during outpatient care at home. And patients aim to improve body function and patient quality, so that they can continue to carry out daily activities comfortably and confidently.

Drive Thru Service Design
Laboratory Patient service design*drive-thru* make it easier and save time for patients in accessing health examination services as well as security and comfort for patients and laboratory staff. Service*Drive-thru* this includes Helamtology tests and PCR swabs.
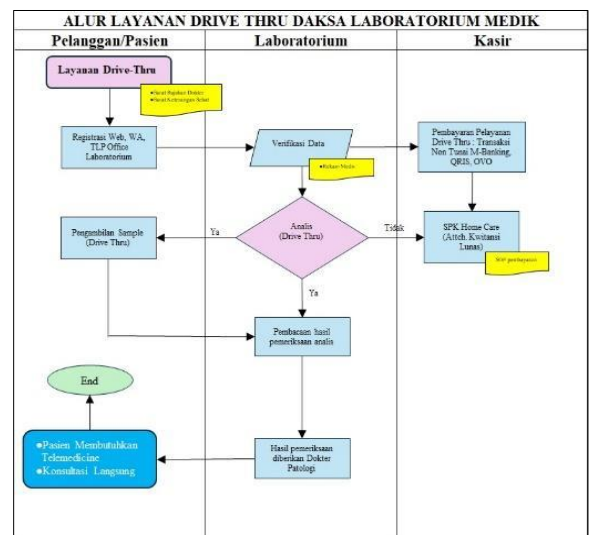

Figure 6. Daksa Medical Laboratory Drive Thru Service Process

On Site Service Design
On Site MCU (Medical Check-Up) Laboratory service design, a comprehensive health examination service which aims to assess general health conditions and detect early the presence of certain diseases or medical conditions. With the needs of Employee MCU, Pre-Wedding MCU, Lancia MCU and Children's MCU. This service is carried out by Canvas Business.
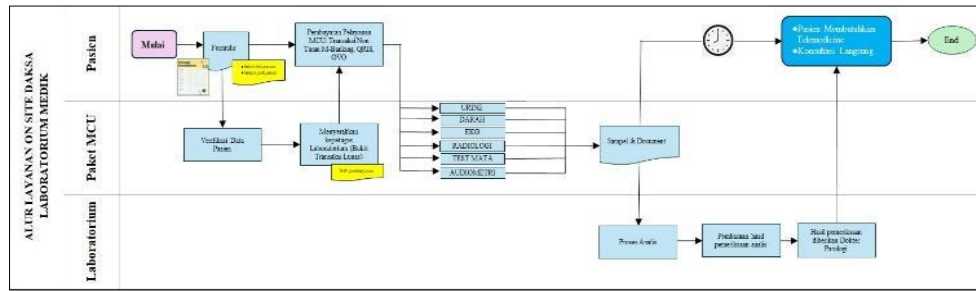
Figure 7. Daksa Medical Laboratory On Site Service Process
Source: Writing Team, 2024

Process Service Design

Daksa Medical Laboratory implements the system*Lean Consumption Mapping* (LCM), which is used to analyze the specimen service process using the concept of interaction between customers and providers to improve the quality of services. The Daksa process design uses the LCM concept to describe the interaction between the Patient and the Laboratory. The LCM method involves comparing the completion time between the existing service time and after LCM implementation. And can provide faster services to improve the quality of public health (Dimas Angga Negoro, 2023).

Laboratory Operational Cooperation (KSO) procedures

In the procurement of laboratory equipment, the KSO system is a form of technical cooperation, which is carried out in order to fulfill laboratory examination needs with parties who are willing to lend equipment for examination purposes, in accordance with the agreed agreement. The statement of agreement must be stated in the form of an agreement document, and both parties bind themselves morally and ethically in carrying out laboratory operational activities including the following.

1. The term of the agreement and the status of the laboratory equipment, the first party agrees that the laboratory equipment will be operated by the second party for 3 (three) years.
2. The first party provides a guarantee of calibrated maintenance and repair of laboratory equipment during this collaboration.

3. If laboratory equipment experiences problems and/or damage, the first party technician guides the problem resolution.
4. The first party provides the tools*back up* to the second party if within 1x24 hours the tool cannot be repaired.
5. Second party software has no right to procure part or all of the VANSLab system software.

Selection of suppliers who have a good track record and can be trusted to carry out Operational Cooperation (KSO) with a partner. What is carried out by Daksa Medical Laboratory is KSO Reagent rental. Another important thing that needs to be considered in tool management is evaluation of tool performance and implementation (Dewi Rahmawati, 2024).

Raw Material Purchase Procedures

Operational cooperation system that regulates purchasing and*reagents, control*, *consumables* PT Daksa Mandiri to purchase reagents in accordance with purchase requirements, namely adding tax on each purchase of 11% (VAT) in accordance with Minister of Finance Regulation No PMK-210/PMK.03/2001 income article 22, if there is a change in price then the equipment provider is obliged to notify some time before a price change occurs. On delivery of goods, the equipment provider arranges payment within one month from the time the goods are received.

Process Technology

Providing KSO Laboratory machines with partners capable of providing the latest machines and laboratory equipment. The use of machines can support system processes running well as a whole (Edi Hamdi, 2023).

The following are several machines and tools
used to support laboratory business activities,
including:

NAME OF MEDICAL DEVICE	
Spectrophotometer	A spectrophotometer is a tool that can be used to measure the level of turbidity of a culture sample. The aim of measuring the level of turbidity is to calculate the concentration of bacterial cells in a sample. Testing health samples to determine the type of bacteria
Urine analyzer	A urine analyzer is a tool used to evaluate and read the results of urine test strips. This tool works semi-automatically in checks carried out outside the body, the results of urine checks are always correct. This urine test strip is done when you want to know leukocytes, pH, specific gravity, protein, glucose, and so on
Microscope	A microscope is a laboratory tool used to see objects that are so small that they would not be possible to see with the eye. This microscope is used to magnify any object you want to see, such as microorganisms or bacteria.
Blood Gas Analyzer	A blood gas analyzer is a tool used to measure the partial pressure of gases in the blood, measure pH, and measure electrolytes found in the body such as sodium, potassium, chloride and lime.
Hematology Analyzer	A hematology analyzer is a tool used to measure and examine blood cells completely automatically based on the impact of a light beam or electric current. This tool can help in diagnosing diseases that patients may suffer from, such as diabetes, cancer and so on.

Rapid Test Tool	A rapid test is a tool used to quickly diagnose a disease or someone's condition. examples of rapid test tools are rapid HIV tests, rapid malaria tests, rapid drug tests, rapid syphilis tests, rapid pregnancy tests and so on.
Teknologi AI (Artificial Intelligence)	AI technologies already in use relate to diagnosis, treatment, remote patient monitoring, patient engagement and compliance. AI also plays a role in disease surveillance, outbreak response, and health system management.
Information Technology	Information technology really supports health services to become more effective and efficient
IPAL (Processing Installation Wastewater)	A waste water treatment system that can be used portable and easy to move. The use of portable laboratory wastewater treatment plants can reduce wastewater treatment costs to be more effective and efficient
Room Temperature Thermometer	A thermometer is used to measure temperature in a laboratory environment. It can be used to maintain safe and ideal air conditions in accordance with experimental needs, such as safe and ideal temperature conditions for equipment or materials in the laboratory.

Figure 8.Medical Laboratory Device Technology
Source: Writing Team, 2024

Operasional Supply Chain Management
Supply chain management consists of very broad things, starting from the starting point before the production process, the production process, the inventory and distribution process, up to the end point of the consumer. Therefore*Supplay Chain Management* (SCM) can be interpreted as the unification of all

existing business processes from suppliers as the initial process to consumers or patients as the final process (Muliana, 2022).
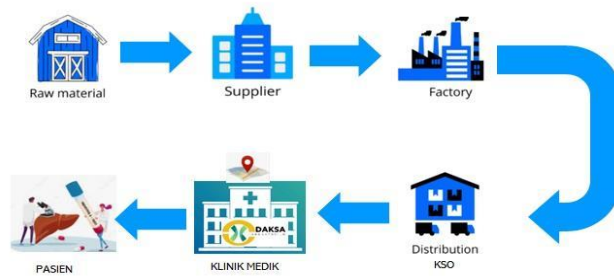

Figure 9.Sistem Supply Chain Management
Source: Writing Team, 2024

Component*Supply Chain* interconnected with each other which can be explained as follows:
1. *Raw Material* Raw materials required for production. Raw materials management includes procurement of raw materials and components required for production, as well as management and monitoring of the quality of materials received.
2. *Suppliers suppliers*raw materials that are credible and can support the production process that will be carried out.
3. *Factory* Raw material inventory management which includes measuring quality, production output, and worker productivity.
4. *Distribution* KSO Delivery of products that have been produced to final consumers, including delivery to the warehouse, to the shop, or to the consumer's home.
5. Medical Clinic uses consumer home products
6. Patient Consumer use of product

Inventory Planning and Control
Existing laboratory materials must be handled carefully by considering usage cycles using first-in, first-out (FIFO-*First in Firrst out*) namely that goods that enter inventory first must be used first and those with short expiry dates are used first. This is to ensure that the goods are not damaged due to prolonged storage, such as storage, temperature or humidity, air circulation.
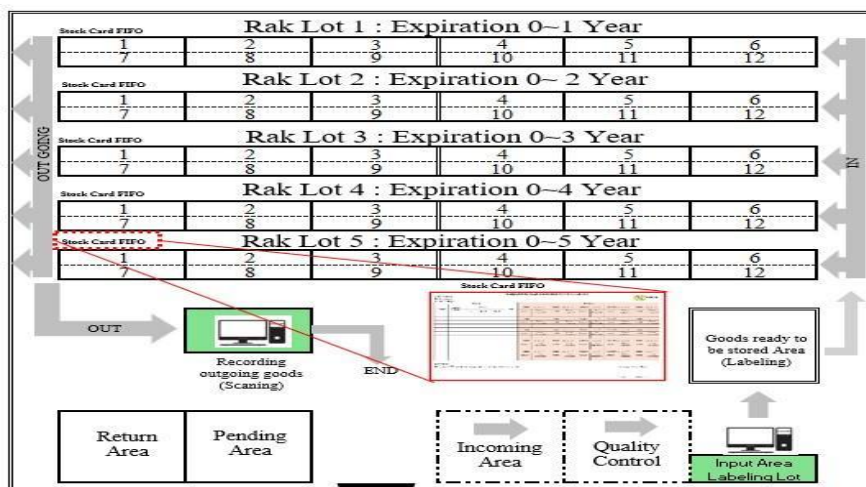

Figure 10.Lay out the storage of Daksa Laboratory Raw Materials
Source: Writing Team, 2024

Quality management

Laboratory quality management involves setting up, managing and supervising a quality management system that is appropriate to the scope of its activities. Laboratories must establish, implement and maintain an appropriate management system, which includes policies, systems, programs, procedures and instructions to the extent necessary to ensure quality (Nur Alpiah, 2023).
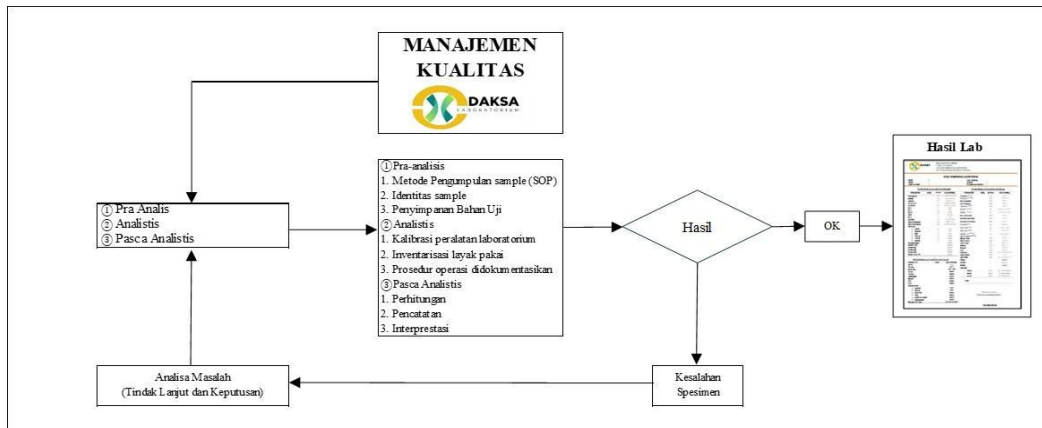

Figure 11S.Quality Management of Laboratory Daksa Standard Quality
Source: Writing Team, 2024

4. CLOSING

CONCLUSION

The operational planning for the Medical Laboratory business in the South Tambun area has been prepared carefully. This operational planning stage involves several aspects, such as collaboration with the two KSO parties, operational implementation in learning, and operational design. All stages are carefully arranged to ensure operational planning can run smoothly and efficiently. This research opens up new knowledge for business practitioners and researchers by providing a thorough understanding of the importance of strategic planning. Effective and efficient operations in managing a medical laboratory that offers health services. The research results show that companies implement appropriate business by identifying target markets correctly, and developing coordinated operational strategies, and can achieve business success. This conclusion also strengthens the general understanding of how careful planning and operational strategies are the key to success in managing medical laboratories operating in the health sector.

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