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## Effect of Leadership, Communication, and Control System on Service Behavior at the Pasuruan City Regional General Hospital

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### Abstract

*The purpose of this research is to find out effect of leadership, communication, and control system on service behavior at the Pasuruan City Regional General Hospital. This research design is a non-experimental observation with a correlational design or an analytical survey. Population was all medical officers and paramedics of the Pasuruan City General Hospital who were directly involved in providing services to patients. The sample in this study were medical officers and paramedics at the Pasuruan City General Hospital who were directly involved in providing services to patients (especially those who were inpatients) totaling 300 people. Tests in this study using a partial test. The results showed that leadership had a positive and significant effect on service behavior. Communication has a positive and insignificant effect on service behavior. Control system has a positive and significant effect on service behavior.*

### Keywords

leadership; communication;  
control system; service behavior



### I. Introduction

Currently, the Indonesian government is trying to create a healthy condition for the Indonesian people, both physically and mentally. The government realizes the importance of a healthy society in supporting the development of the country. Development will be difficult to run smoothly if the condition of the people is not healthy. Therefore, the government is required to be able to create a quality and quality health service system so that it can be relied upon when needed without any obstacles, both economic and non-economic. This means that the government needs to build reliable health services so that all levels of society, from the bottom to the top, can take advantage of it. This government effort is formally evident in a circular issued by the Kementerian Kesehatan (2018) which states that one of the goals to be achieved in development in the health sector in Indonesia at this time is to reach a society, nation and state where the population has the ability to reach quality health services in a fair and equitable manner.

In order to improve the ability to provide quality services to this community, various efforts have been made by the government. So far, the results have shown a fairly good improvement in health. Especially for the procurement of health facilities such as hospital facilities, the progress that has been achieved has shown the conditions as expected. Seeing this reality, it must be admitted that the government's efforts to date have succeeded in increasing the number of hospitals in Indonesia (Djojogugito, 2019).

However, it must be acknowledged that efforts to provide quality health services may still need attention. One indicator of the need to pay attention to this health service can be seen from the level of utilization of hospital health facilities. Until now, the level of utilization of hospital facilities in Indonesia seems to be still not optimal. Based on

statistical data, the number of residents who seek outpatient treatment using hospital facilities is only 7.1%. This number is still far below the Community Health Centers and Auxiliary Community Health Centers which reached 33.4% and practicing doctors which reached 27.5%. In addition, other categories such as the bed occupancy rate or the percentage that shows the average bed used every day which is still below the standard that should be achieved. The bed occupancy rate achieved by public hospitals in Indonesia is currently still in the range of 50% (Departemen Kesehatan, 2014). Even though the standard value or ideal number that should be achieved is 70-80%.

The low level of bed occupancy rate achieved actually illustrates that the service quality of the hospital concerned is low. One of the reasons for the low bed occupancy rate is the low quality of service at the hospital. Patients or prospective patients tend to be reluctant to stay longer if they feel they have been treated less professionally. For patients who have received treatment at the hospital, the length of time they stay may depend on the disease they are experiencing. However, the low quality of services provided can also reduce the interest of other prospective patients to choose hospitalization. Patients generally prefer to be treated in hospitals that provide good services. This condition illustrates why the low bed occupancy rate can be caused by the low service provided. Therefore, as a consequence, if the bed occupancy rate is low, the management of the hospital concerned should improve the quality of service to patients, especially for those who are in hospital (Suryadi, 2017).

In relation to the need to improve health services, health development should actually be directed at the provision of quality health services, namely health services that are carried out in accordance with professional service standards and ethics. In conditions like this, hospitals as health care units are required to improve their performance by serving the community as best they can so that they become a good place of reference, able to provide satisfaction to patients, for Community Health Centers, Community Health Centers or practicing doctors in the vicinity (Djojosingito, 2019). Hospital consumers (individual patients or referrals from Community Health Centers or practicing doctors) will choose to be treated in hospitals that have good service behavior. However, this form of good service is relatively rare to find in hospitals in Indonesia. Starting from this fact, this study wants to examine the factors that cause service behavior at the Regional General Hospital of Pasuruan City in the inpatient room.

In this regard, there are three factors that are expected to influence service behavior, namely leadership, communication, and control systems. Zerbe et al. in Boy (2017) explained that the behavior of employees is often influenced by their leaders. The style or attitude shown by the leader will color the way of thinking of its employees which will ultimately affect the work behavior of employees in the organization. Leaders who are able to provide encouragement and morale to their subordinates will be able to improve the work abilities of these employees.

In addition to leadership, research by Johlke and Duhan in Boy (2017) explains that the role of communication in an organization also plays an important role because it can be used to convey information to all parts or individuals in the organization. In addition, communication can also be used as a tool in conveying input to improve the shortcomings contained in the organization. Through effective and smooth communication, a leader can correct the shortcomings of his subordinates without the subordinates feeling offended or blamed. The last thing that can influence service behavior is the control system. Baldauf et al. in Boy (2017) explains that the behavior control system can be used as a tool to support employee performance because with the control, various potential problems that may arise can be anticipated early on. In general, there are two control systems that are widely

known, namely control systems based on behavior and control systems based on results. The relationship between the control system and service behavior is based on the understanding that the behavior shown by an employee will depend on what kind of control he receives. If the control system is positive, it will have an impact on the positive behavior of the employee vice versa. Research shows that behavior control systems are more effective in improving employee work behavior than results-based controls.

The purpose of this research is to find out effect of leadership, communication, and control system on service behavior at the Pasuruan City Regional General Hospital.

## **II. Research Method**

The research design or design is a research plan that is structured in such a way that researchers can obtain answers to research questions (Asyraini et al., 2022; Octiva, 2018; Pandiangan, 2015). This research design is a non-experimental observation with a correlational design or an analytical survey. The approach used is a cross-sectional study of the dynamics of correlation by approaching, observing or collecting data all at once, which means that each research subject is only observed once and measurements are made on the status of the character or variable of the subject at the time of examination (Jibril et al., 2022; Pandiangan et al., 2018; Pandiangan, 2022).

The population in this study is the attitude of the subjects (eg humans, patients) that meet the criteria that have been set (Octiva et al., 2018; Pandiangan, 2018). In this study, the population was all medical officers and paramedics of the Pasuruan City General Hospital who were directly involved in providing services to patients.

The sample is part or representative of the population studied (Octiva et al., 2021; Pandiangan et al., 2021; Pandia et al., 2018). The sample consists of an affordable part of the population that could be used as research subjects through sampling. The sample in this study were medical officers and paramedics at the Pasuruan City General Hospital who were directly involved in providing services to patients (especially those who were inpatients) totaling 300 people.

Tests in this study using a partial test. Partial test is used to determine whether there is an influence of the independent variable individually on the dependent variable (Pandiangan et al., 2022; Tobing et al., 2018).

## **III. Results and Discussion**

### **3.1 Respondent Data**

The 300 medical officers and paramedics of the Pasuruan City General Hospital who are directly involved in providing services to patients, 12.7% of respondents are less than 25 years old. Then as many as 38.3% of respondents aged 26-35 years and 42.3% of respondents aged 36-45 years. While the remaining respondents who are more than 45 years old are 6.7%. Thus, it can be said that most of the respondents are 36-45 years old.

The 300 medical officers and paramedics of the Pasuruan City General Hospital who are directly involved in providing services to patients, 8.7% of respondents have high school/vocational education. Then as many as 6.7% of respondents had D3 Midwifery education and 40.7% of respondents had D3 Nursing education. 10.3% of respondents have D4 Midwifery education and 3.0% of respondents have S1 education. A total of 5.3% of respondents had a bachelor's degree in midwifery and 16.0% had a bachelor's degree in nursing. Respondents who have a master's degree in education are 2.3% and 2.7% of respondents have a master's degree in nursing. While the remaining 4.3% of respondents

with specialist education. Thus, it can be said that most of the respondents have D3 Nursing education.

The 300 medical officers and paramedics of the Pasuruan City General Hospital who are directly involved in providing services to patients, 5.7% of respondents have worked for less than 1 year. Then as many as 17.3% of respondents have worked for 1-5 years and 24.7% of respondents have worked for 6-10 years. While the rest of the respondents who have worked for more than 10 years are 52.3%. Thus it can be said that most of the respondents have worked for more than 10 years.

The 300 medical officers and paramedics of the Pasuruan City Public Hospital who are directly involved in providing services to patients, 39.3% of respondents are employees of the Regional Public Service Agency. Then 1.0% of respondents are local government contract employees and 2.7% of respondents are freelance daily employees. While the rest of the respondents who are Civil Servants are 57.0%. Thus it can be said that most of the respondents are Civil Servants.

The 171 medical officers and paramedics of the Pasuruan City General Hospital who are directly involved in providing services to patients, 3.5% of the respondents are group II/C. Then as many as 7.6% of respondents were in group III/A and 43.9% of respondents were in group III/B. Next as many as 31.6% of respondents are group III/C and 8.2% of respondents are group III/D. Furthermore, 2.9% of respondents are group IV/A and 1.8% of respondents are group IV/B. While the rest of the respondents are group IV/E as much as 0.6%. Thus, it can be said that most of the respondents are group III/B.

### 3.2 Partial Test Results

**Table 1.** Partial Test Results

<b>Independent Variables</b>	<b>Wald</b>	<b>Sig.</b>
Leadership	15.610	0.000
Communication	1.024	0.312
Control System	7.292	0.007
Constant	28.172	0.000

Dependent Variable: Service Behavior

The results showed that leadership had a positive and significant effect on service behavior. Of the 300 respondents studied and the highest questionnaire item score of 68% stated that they agreed that their leaders always gave statements or statements that made them inspired to imitate all statements of the leader. The researcher believes that the leader is worthy and able to create a persuasive atmosphere so that the subordinates are inspired to imitate the leader's statement. Leadership is the process of influencing others both inside the organization and outside the organization to achieve the desired goals in certain situations and conditions. This often involves various powers such as threats, rewards, authority or inducements. In addition, 12.7% of respondents are less than 25 years old. Then as many as 38.3% of respondents aged 26-35 years and 42.3% of respondents aged 36-45 years. While the remaining respondents who are more than 45 years old are 6.7%. The data shows that the age of most of the respondents is able to provide an assessment. Increasing age is followed by physical, psychological, and intellectual development. Maturity in these factors makes a person have a better ability to judge something. The more old enough, the level of maturity and strength of a person will be more mature in thinking. Both of these opinions implicitly suggest that as a person ages, a person's ability

to analyze things, including in this case assessing whether or not the behavior of the services provided by the hospital is increasing, will also increase.

Communication has a positive and insignificant effect on service behavior. Of the 300 respondents, the average item was 3.13 and the highest item value of the questionnaire was 82.0% of respondents agreed that discussions on the implementation of work with managers were reported in written form weekly and meetings once a month. This is in accordance with the communication theory which states that communication is a transaction process that requires people to regulate their environment by building relationships between humans through the exchange of information to strengthen the attitudes and behavior of others and evaluate them within an agreed period of time. Communication can be interpreted as the process of delivering information or sending to recipients of information. In this case the recipient of the information must understand the content of the information received, otherwise if the recipient of the information does not understand the content of the information provided by the informant, it means that there is no effective communication which can eventually lead to conflict. Failure to achieve service behavior is often caused by the ineffectiveness of the communication process that occurs within the hospital/clinic, both from superiors to subordinates or vice versa.

Control system has a positive and significant effect on service behavior. Of the 300 respondents, the average item was 3.30 and the highest questionnaire item value was 76.3% stating that they agreed that the medics carried out their work enthusiastically supported by service hours that were always appropriate. Researchers argue that organizational actors need a good control system so that employees are encouraged to work according to existing procedures. A good control system will encourage employees to work or behave as expected by consumers or customers in providing services. The performance of a leader is strongly influenced by the organization's management control system. This control system aims to align employee behavior with the leader and organizational goals to be achieved.

#### IV. Conclusion

The results showed that leadership had a positive and significant effect on service behavior. Communication has a positive and insignificant effect on service behavior. Control system has a positive and significant effect on service behavior.

Suggestions in this study are:

1. For Hospitals  
Provide continuous training so that the formulation of a health service strategy on the hospital management can do better, including improving leadership, communication, and control system that exist.
2. For Health Education Institutions  
Health Education Institutions can develop this research so that it can known with certainty the factors that effect the health service behavior, so that it can provide good service behavior more effective.
3. For Further Researchers  
This research is an addition to the literature and an additional information for research related to effect of leadership, communication, and control system for service behavior in a hospital or company.

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