

ANALYSIS OF LEADERSHIP  
STYLE AND REMUNERATION  
SYSTEM ACCORDING TO THE  
PERCEPTION OF HUMAN  
RESOURCES (HR) IN  
RADIOLOGICAL INSTALLATION  
IN ARMY HOSPITALS dr.  
SOEPRAOEN MALANG

---

**Submission date:** 16-Aug-2023 10:16PM (UTC-0700)

**Submission ID:** 2146930795

**File name:** 7\_JRPH.pdf (185.37K)

**Word count:** 4026

**Character count:** 22277

by Hendra Priawan

---

**ANALYSIS OF LEADERSHIP STYLE AND REMUNERATION SYSTEM  
ACCORDING TO THE PERCEPTION OF HUMAN RESOURCES (HR) IN  
RADIOLOGICAL INSTALLATION IN ARMY HOSPITALS dr. SOEPROAEN  
MALANG**

**Hendra Priawan<sup>1</sup>, Sandu Siyoto<sup>2</sup>, Nurwijayanti<sup>3</sup>**

<sup>1</sup> Magister of Public Health Program, Stikes Surya Mitra Husada Kediri, Indonesia

<sup>2,3</sup> Lecturer of Magister of Public Health Program, Stikes Surya Mitra Husada Kediri, Indonesia

Corresponding author: Hendra Priawan (hendra\_priawan@yahoo.co.id)

**ABSTRACT**

*Human resources in an institution such as a hospital are an important strategy to create an accelerated improvement in overall health status, integrated, equitable, affordable and acceptable to the entire community. In maintaining the continuity and life of its organization, organizations are required to be able to maintain good relations between the leaders of the organization and human resources as the driving force of an organization. This research was conducted by taking the object of research in the installation of radiology at the Army Hospital Dr. Soepraoen, Malang City. This study aims to determine the perceptions of human resources (HR) from Radiology Installation in Army Hospital Dr. Soepraoen Malang towards leadership style and remuneration system. The method used in this study is qualitative research with a descriptive approach. The sampling technique that will be used in this study is a total sampling of 15 radiology installation employees at the Army Hospital Dr. Soepraoen. The results of the study show that a good perception of Human Resources (HR) related to Leadership Style in the Installation of Army Hospital Radiology dr. Soepraoen Malang and the application of remuneration carried out by Army Hospital Dr. Soepraoen Malang city runs well. Advice from researchers is expected to be able to develop knowledge in the field of administration and quality of hospital services. In addition, this research might be able to help further similar research, especially with regard to the remuneration system and leadership style in hospitals.*

**Keywords:** Leadership style, remuneration system, and human resources

**Copyright © 2019 Stikes Surya Mitra Husada. All right reserved.**

**INTRODUCTION**

The hospital is a complex health service provider institution. Human resources in an institution such as a hospital are an important strategy to create an accelerated improvement in overall health status, integrated, equitable, affordable and acceptable to the entire community. The success of an agency is very much influenced by the performance of individual employees. Every institution such as a hospital will always try to improve the performance of its employees in the hope that what will become the destination of the hospital will be achieved.

This study discusses the leadership style and remuneration system according to the perception of human resources. Leadership style is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization (Yukl, 2015). While the remuneration system is expenditure by the Hospital Public Service Agency, as a reward for employees whose benefits are received by employees in the form and type of components of rewards and protection (Kepmenkes No. 625/2010). Whereas according to Surya (2014) remuneration is in the form of something received by employees in return for contributions that have been given to the organization where they work. And according to Artoyo (in Ruky, 2016) the provision of remuneration can function as the use of human resources effectively and efficiently. The implementation of the remuneration system in a hospital is expected to be able to encourage the

management of human resources that are effective and efficient in accordance with the standards determined by the hospital. Therefore, to find out the leadership style and remuneration system according to the perception of HR especially there is an installation Radiology researchers chose the title "Analysis of Leadership Style and Remuneration System According to the Perception of Human Resources (HR) in Radiology Installation at Dr. Army Hospital Soepraoen Malang".

## METHODS

This research includes qualitative research with a descriptive approach, namely (Descriptive Research) is research that aims to make a description of a social or natural phenomenon systematically, factually, and accurately (Wardiyanta, 2015: 5). This study consisted of 3 variables, namely leadership style, remuneration system, and Perception of Human Resources (HR). The researcher used qualitative methods, to find out how the leadership style and remuneration system according to the Perception of Human Resources (HR) were installed in Radiology at the Army Hospital, dr. Soepraoen Malang. The population in the study was the total number of employees in the Army Hospital, dr. Soepraoen. The sampling technique that will be used in this study is a total sampling of 15 radiology installation employees at the Army Hospital Dr. Soepraoen. The analytical method used is by analyzing data according to Miles and Huberman (2014: 11). First, data collection through observation; Second condensation data; Third presents data; Fourth draw conclusions. The data validity technique used in this study is triangulation.

Sources of data in this study are primary data from the results of questionnaires and interviews that have been distributed to respondents, observations and documentation of leadership style, remuneration system, and Perception of Human Resources (HR) radiology installations in the Army Hospital of Dr. Soepraoen. In other words, the method of collecting data in this study is to use the results of observations, interviews, questionnaires or questionnaires and documentation. Descriptive analysis was carried out to analyze the results of the data collected after it was added to the results of the interview.

## RESULTS

**Table 1. Category of Leadership Style Variable Values**

No	Average	Value	Total	Percentage
1	0,51-1,00	Tinggi	11	73%
2	0,00-0,50	Rendah	4	27%
Total			15	15%

Sumber: Data Primer diolah (2018)

Based on the results of table 1, the highest mean value is 0.51-1.00 by 73% with the High category ... This means that the army hospital is Dr. Soepraoen already has a high leadership style which is supported by the implementation of the indicators mentioned above. So that it can be proven from the results of research that shows 73% of the leadership style carried out by the hospital Dr. Soepraoen in the high category.

Based on the table data above, which is related to the respondent's answer regarding the leadership style variable in the Army Hospital, Dr. Soepraoen Malang, the average value for the leadership style variable is 0.62 which is in the high category. Democratic leadership style in Army Hospital Dr. Soepraoen Malang always involves its subordinates in the decision making process. This was acknowledged by Respondent 1 who said that:

"Indeed, leaders cannot be separated from decision making. Moreover, the hospital whose focus is on services where those who have direct contact with patients are employees, so in making

decisions or any type of employee must be involved because they are more aware of the atmosphere in the field".

This was supported by the statement of Respondent 5 who continued that:

"If in my opinion, as a leader when asking for suggestions from his subordinates not all are accepted, it must be sorted according to what interests you want to decide".

Based on the statement above, it can be concluded that in decision making it must involve subordinates because subordinates who are more aware of the situation in the field, leaders also always consider suggestions or opinions from their subordinates in decision making. The foundation of democratic leadership is the assumption that with dynamic interactions the organizational goals will be achieved. For that a leader must always prioritize deliberation, and set aside personal interests in order to achieve common goals. Thus a relationship and good and harmonious cooperation is created.

**Table 2 Remuneration Variable Value Categories**

No	Average	Value	Total	Percentage
1	0,51-1,00	Tinggi	5	83%
2	0,00-0,50	Rendah	1	17%
Total			6	100%

Sumber data: Data primer diolah (2018) Sumber: Data Primer dioleh (2018)

Based on table 2, the highest mean value is 0.51-1.00 at 83% with the High category. Meaning Army Hospital Dr. Soepraoen has a high remuneration supported by the implementation of the indicators mentioned above. So that it can be proven from the results of research that shows 83% of the remuneration made by the Army Hospital dr. Soep in the high category.

Remuneration has a very important function in the process of managing human resources in a hospital. This shows that remuneration is a binding tool for the company to its employees and becomes an attractive factor for prospective employees, as well as a driving factor for someone to become an employee. In addition, remuneration has a very strategic function in facilitating the future of the organization. Based on observations of researchers at the Army Hospital, Dr. Soepraoen showed that the implementation of the function of remuneration went well.

This is based on the results of interviews of researchers with respondents 4 which explain as follows:

"In an organization, for example, RS. Human resources or hospital employees are very important because hospitals are health services that serve many patients every day. If HR is not good, health services will also be disrupted. This is why in Law No. 44 of 2009 there is indeed a salary for salaries. or the remission of name. Medical remuneration is the amount of the amount of money that must be received by medical personnel as compensation for the performance carried out in accordance with the risks and responsibilities of the profession from his job. Remuneration is one step or effort in increasing HR. The existence of remuneration is a tool that binds the company to its employees and becomes an attractive factor for prospective employees, as well as a driving factor for someone to become an employee "

The results of the interview above are corroborated by the results of interviews of researchers with respondents 15 who stated as follows:

"For many remuneration functions, sir, in my opinion, for example, providing a decent life for hospital staff and usually if the employee lives comfortably, it will have an impact on good work because he works passionately and sincerely, besides the remuneration will also be an award. for employees of the Army Hospital dr. Soepraoen who is serious and works in totality. In my opinion, remuneration is one of the policies expected for all workers, especially for health care workers.

Based on the results of the interview above, it can be concluded that the implementation of the remuneration function carried out by the Army Hospital, dr. Soepraoen Malang City is well implemented in accordance with the applicable rules. This is shown by the implementation of a good

three important points, namely 1) The ability to manage human resources effectively and efficiently which is shown by the good performance at each performance evaluation of the Army Hospital, Dr. Soepraoen, 2) Increased stability and growth in the performance of Army Hospital staff dr. Soepraoen is good with employee discipline in work, 3) The creation of harmonious cooperation and satisfaction to all parties of the Army Hospital, Dr. Soepraoen, both subordinates and above, work together together.

## DISCUSSION

### A. Style of Leadership in Installation of Radiology at Army Hospital Dr. Soepraoen Malang according to the Perception of Human Resources (HR)

Many studies have been conducted relating to the relationship of compensation, knowledge, leadership style to employee perceptions. Research Fitriyana (2017) who tested the Effect of Compensation and Leadership Style on Performance which shows that there is an influence between leadership styles on employee perceptions. Likewise the study conducted by Permatasari (2016) which tested the Effect of Compensation, Motivation, Work Environment and Leadership Style on Employee Performance which showed that Compensation, Motivation and Leadership Style had no significant effect on employee perceptions. As well as a study conducted by Ramadhany (2017) which examined the Effect of Leadership and Compensation Style on Nurse Performance at Anna Hospital, Pekayon-Bekasi which showed that the Leadership Style and compensation together or simultaneously had a significant influence on the performance of Anna Hospital nurses.

Based on the results of the above research which discusses the leadership style shows that the leadership style variables in the installation of radiology in the Army Hospital Dr. Soepraoen Malang according to the perception of human resources (HR) shows the highest result of 0.93 found in indicator X1.12 with a statement about "Attention to Employees". While for the lowest value 0.13 on the lowest indicator on X1.13 with the statement "Ability to pay attention to work facilities". The average value of variable X1 about the leadership style given by Army Hospital Dr. Soepraoen obtained an average value of 0.62.

It is also supported by the results of research conducted by Fitriyana (2017) that there is an influence between leadership style on employee performance. Through the results of calculations that have been made obtained value of t count of 13,710 with a significance level of the result of 0,000 is smaller than 0.05, which means that the hypothesis in this study accepts  $H_a$ .

Based on the explanation above, the researcher can conclude that having a good Perception of Human Resources (HR) related to the Style of Leadership in the Installation of Radiology at the Army Hospital Dr. Soepraoen Malang.

### B. The Remuneration System Is Installed By Radiology At The Army Hospital Dr. Soepraoen Malang

Human resources in an institution such as a hospital are an important strategy to create an accelerated improvement in overall health status, integrated, equitable, affordable and acceptable to the entire community. The availability of quality human resources is the main wealth, because without the availability of quality human resources, the activities of a government agency will not occur. An employee is very necessary in setting plans, systems, processes and objectives to be achieved. Therefore, hospital management needs to improve employee performance.

The existence of human resources in a hospital plays a very important role. Workers have great potential to carry out health activities. The potential of every human resource in the hospital must be utilized as well as possible so that it can provide optimal work results. The achievement of goals set by a hospital does not only depend on modern equipment, complete facilities and infrastructure, but it is more dependent on humans / employees who carry out the work.

The success of an agency is very much influenced by the performance of individual employees. Every institution such as a hospital will always try to improve the performance of its employees in the hope that what will become the destination of the hospital will be achieved. Human resource management, which some experts refer to as personnel management, is taking certain steps

in such a way that human resources are the most important element in every organization, really plays a role in accordance with its central position in organizational life.

Compensation is a fundamental component in the management of human resources in the form of rewards in the form of salaries or wages which are a return on the work done by employees. (Martocchio, 2016). According to Werther and Davis (in Hasibuan, 2013: 119) "Compensation is what employees receive in exchange for their contribution to the organization". Compensation is what employees receive in exchange for their contribution to the organization. Compensation is something that employees take into consideration before choosing to work in public services and the reason for the employee to stay in the public service. Compensation can also be a passion for employees to do their jobs. This is supported by Mondy's statement (2016: 4) which states that the general purpose of providing compensation is to attract, retain, and motivate employees.

Giving compensation that is fair and in accordance with the workload and responsibility is one of the right ways to motivate employees, because it is compensated fairly, proportionally and progressively, which is in accordance with the career path, it will spur satisfaction and support of employees to always work optimal. Leaders who are fair, wise, will be invited by officials and other public service elements (Kaswara and Santoso, 2013). What to expect? Thus compensation will shape employee satisfaction which increases productivity and productivity.

The importance of remuneration in an organization in improving employee performance is supported by research conducted by Togatorop (2018) which shows that (1) remuneration affects positively on auditor performance, (2) leadership style increases positively on auditor performance, (3) positive on performance auditor. Remuneration is the cost incurred by the Hospital Public Service Agency, as a reward for employees who receive benefits in the form and type of components of rewards and protection (Kepmenkes No. 625/2010). Whereas according to Surya (2014) remuneration is containing something that is received by employees in return for the agreed upon given to the workplace organization.

Remuneration has a broader meaning than payment, because it includes all forms of imbalances, both those that generate money and goods, given directly or indirectly, and which are carried out routinely or not routinely (Ruky, 2016). Direct rewards consist of payment / salary, position allowance, special allowances, bonuses that are needed or not in accordance with work performance and organizational performance, intensifying achievement awards, and various types of assistance provided on a regular basis. Indirect rewards consist of facilities, health, pension funds, salary during leave, compensation for accidents, and so on. Furthermore, in Article 4 based on Director Decree Number: 188 / /KPTS/01.3/2011, it explains the definition of remuneration. This article contains 9 paragraphs, paragraph (1) concerning the remuneration system is a wage system that contains salary, compensation, honorarium, overtime money, meal allowance, merit or bonuses, allowances and pensions. Some understanding of wages, incentives, honorarium, overtime money, meal allowances, allowances and bonuses are explained in the next paragraph.

Based on the results of the study, the highest yield of remuneration variables was 0.87 on indicator X2.3 with a statement about "Motivation of employees at work". As for the lowest value of 0.13 on the lowest indicator on X2.6 "The emergence of weak good work". The average value of variable X2 about the remuneration given by Army Hospital Dr. So the average value is 0.61. The results of the description that have been described, are the highest average value, which is 0.51-1.00 at 83% with a very high category. Meaning Army Hospital Dr. Soepraoen has very high remuneration supported by the implementation of several agreed indicators above. It can be proven from the results of research that show 83% of the remuneration made by the Army Hospital dr. Soepraoen in the high category. While for the lowest average value is 0.00-0.50 at 17% with a low category. Meaning Army Hospital Dr. Soepraoen receives a high remuneration from the Army Hospital, Dr. Soepraoen. Based on the results of observations, the researchers showed that remuneration was one of the important factors considered by the Army Hospital, Dr. Soepraoen.

Implementation of the remuneration function carried out by the Army Hospital, dr. Soepraoen Malang City is carried out well in accordance with the applicable rules. This is indicated by the implementation of three important points, namely: 1) Effective and efficient human resource management capabilities as indicated by performance improvements in the performance of the Army Hospital, Dr. Soepraoen, 2) Increased ability and growth in performance of the Army Hospital Dr. Soepraoen is good with employees at work, 3) The creation of work that is equally harmonious and

gives satisfaction to all parties of the Army Hospital, Dr. Soepraoen, both subordinates and above, work together together. Application of remuneration carried out by Army Hospital Dr. Soepraoen Malang city runs well. This is related to the increase in human resources in the Army Hospital, Dr. Malang city Soepraoen, maintaining Productive Human Resources, Creating Positive Competition in the environment.

## CONCLUSION

### 1. Leadership Style in Radiology Installation of Army Hospital Dr. Soepraoen Malang

Rumah Sakit Tentara dr. Soepraoen Malang memiliki gaya kepemimpinan yang tinggi yang didukung dengan dilaksanakannya beberapa indikator yang telah disebutkan diatas. Sehingga dapat dibuktikan dari hasil penelitian yang menunjukkan 62% gaya kepemimpinan yang dilakukan oleh pihak Instalasi Radiologi Rumah Sakit Tentara dr. Soepraoen Malang masuk dalam kategori tinggi. Hal tersebut ditunjukkan dengan terlaksananya beberapa point dari gaya kepemimpinan antara lain: 1) Kemampuan mengambil keputusan, 2) Kemampuan memotivasi, 3) Wewenang Mutlak Terpusat kepada Pimpinan, 4) Kemampuan menumbuhkan kepercayaan, 5) Kemampuan menumbuhkan rasa hormat, 6) Konsistensi terhadap keputusan yang diambil, 7) Kemampuan menjadi figur yang baik, 8) Kemampuan membangkitkan, 9) Kemampuan memecahkan masalah, 10) Perhatian kepada Karyawan dan 11) Kemampuan memberikan nasihat. Berdasarkan penjelasan diatas, peneliti dapat menyimpulkan bahwa memiliki Persepsi Sumber Daya Manusia (SDM) yang baik terkait Gaya Kepemimpinan Di Intalasi Radiologi Rumah Sakit Tentara dr. Soepraoen Malang.

### 2. Sistem Remunerasi Di Intalasi Radiologi Rumah Sakit Tentara dr. Soepraoen Malang

Army Hospital Dr. Soepraoen Malang has a high leadership style which is supported by the implementation of the indicators mentioned above. So that it can be proven from the results of research that shows 62% of the leadership style carried out by the Army Hospital Radiology Installation, dr. Soepraoen Malang falls into the high category. This is indicated by the implementation of several points of leadership style, among others: 1) Ability to make decisions, 2) Ability to motivate, 3) Absolute Authority Centralized to Leaders, 4) Ability to foster trust, 5) Ability to cultivate respect, 6) Consistency with decisions taken, 7) Ability to be a good figure, 8) Ability to generate, 9) Ability to solve problems, 10) Attention to Employees and 11) Ability to give advice. Based on the explanation above, the researcher can conclude that having a good Perception of Human Resources (HR) related to Leadership Style in the Installation of Army Hospital Radiology Dr. Soepraoen Malang.

## SUGGESTION

1. For hospitals, it is expected to improve the leadership style that has been carried out by the Army Hospital, Dr. Soepraoen in order to improve employee performance more efficiently.
2. For hospitals, it is hoped that the remuneration system can be maintained and increased at the Army Hospital, Dr. Soepraoen which has gone well.
3. For further researchers, it is expected to develop knowledge in the field of administration and quality of hospital services. And presumably this research can help further similar research especially with regard to the remuneration system and leadership style in hospitals.



---

**REFERENCES**

- Fitriyana, & Dina. (2017). *Pengaruh Kompensasi dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Negeri Sipil Pada Dinas Pendidikan dan Kebudayaan Provinsi Lampung*. Tesis Fakultas Ekonomi Bisnis Universitas Lampung Bandar Lampung.
- Kaswara, Leliana, Santoso, & Patricia. (2013). *Faktor-fakor yang Mempengaruhi Komitmen Karyawan*. Surabaya.
- Kepmenkes No. 625/Menkes/SK/V/2010 tentang Pedoman Penyusunan Sistem Remunerasi Pegawai Badan Layanan Umum Rumah Sakit di Lingkungan Kementerian Kesehatan.
- Miles, M., B., Huberman, A., M., & Saldana, J. (2014). *Qualitative Data Analysis, A Methods Sourcebook, Edition 3. USA: Sage Publications*. Terjemahan Tjetjep Rohindi Rohidi, UI-Press.
- Mondy, R., W., & Martocchio, J., J. (2016). *Human Resource Management Fourteenth Edition Global Edition*. London: Pearson Education.
- Permatasari, & Shiska. (2016). *Pengaruh Kompensasi, Motivasi, Lingkungan Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Pada PT Terminal Petikemas Surabaya*. Sekolah Tinggi Ilmu Ekonomi Perbanas Surabaya.
- Prasetya, A., & Pratama, W., A. (2017). *Pengaruh Sistem Remunerasi Terhadap Kepuasan Kerja Dan Motivasi Kerja Pada Perguruan Tinggi*. Jurnal Administrasi Bisnis (Jab)|Vol. 46 No.1.
- Undang Undang Dasar Pasal 4 menurut Keputusan Direktur Nomor: 188/KPTS/01.3/2011.
- Wardiyanta. (2015). *Metode Penelitian Pariwisata*. Yogyakarta: Penerbit Andi.
- Yukl, & Gary. (2015). *Leadership in Organizations (7th edition)*. Jakarta: PT. Indeks.



# ANALYSIS OF LEADERSHIP STYLE AND REMUNERATION SYSTEM ACCORDING TO THE PERCEPTION OF HUMAN RESOURCES (HR) IN RADIOLOGICAL INSTALLATION IN ARMY HOSPITALS dr. SOEPRAOEN MALANG

---

## ORIGINALITY REPORT

---

12%

SIMILARITY INDEX

7%

INTERNET SOURCES

2%

PUBLICATIONS

5%

STUDENT PAPERS

---

## MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

---

1%

★ Submitted to Kaplan University

Student Paper

---

Exclude quotes  On

Exclude matches  Off

Exclude bibliography  On