

## Managerial Leadership Competence in PKU Muhammadiyah Hospital of Yogyakarta

<sup>1</sup>A.A. Subiyanto, <sup>1</sup>Sapja Anantanyu, <sup>1</sup>Tonang Ardyanto and <sup>2</sup>Qurrotul Aini  
<sup>1</sup>Sebelas Maret University, Surakarta, Indonesia  
<sup>2</sup>Department of Hospital Management, University of Muhammadiyah Yogyakarta,  
Yogyakarta, Indonesia

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**Abstract:** PKU Muhammadiyah Hospital is a hospital that specialized in the field of health care under the central leadership of Muhammadiyah. The increasingly sharp competition and fast in the field of technology led to drastic changes in each organization, thus requiring human resources that have the ability to provide excellent service and can provide the value of customer satisfaction (customer satisfaction) is oriented to the vision and mission of the organization (customer value) organization so as to bring the human resources that have expertise and unique capabilities. In order for the hospital to survive and thrive adjust competitive conditions increasingly competitive, the hospital should have a competitive advantage (competitive advantage) to be the best by the way should strive to improve the quality of human resources starting from the head down to subordinates and reliable management system. This research used mixed method with the quantitative and qualitative approaches. Used primary data in the field was obtained from interviews, groups discussion and a questionnaire to all levels of managers. The research was conducted in September 2015. The object of research is leadership and management (the peak level managers, mid-level managers and lower level managers) at PKU Muhammadiyah Hospital in Yogyakarta. The results showed that the leadership and management skills (finance, Human Resources (HR), quality, medicine information systems and equipment) of top manager is (likert scale = 3) while the middle and lower managers considered not sufficiently competent (likert scale = 2).

**Key words:** Competency, managerial, hospital managers, sufficiently competent, groups

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### INTRODUCTION

Increasingly intense competition and fast in the field of technology led to a drastic change in every organization, so it requires human resources that have the ability to provide excellent service and be able to give satisfaction to the customer (customer satisfaction) is oriented to the vision and mission of the organization (customer value) so that can bring the feel of human resources with expertise and unique capabilities (Widayat, 2009). Besides, the hospital also had to find/have a leader that is high quality and reliable. In order for the hospital to survive and thrive in conditions of growing competition kompetitif, the hospital should have the advantage in terms of competition (competitive advantage) to be the best on the other side of the hospital should strive to improve the quality of human resources starting from the head down to the subordinate (Winardi, 2007)

PKU Muhammadiyah Hospital is a hospital that specialized in the field of health care and under the central leadership of Muhammadiyah, built some great throughout Indonesia and the location of PKU

Muhammadiyah hospital more scattered on the island of Java. In his ministry, hospital PKU Muhammadiyah has many challenges to meet quality of service, human resources and management system, the better.

The success and future of the organization depends on the leadership skills that are owned by top managers of hospitals and their senior managers. As complex organizations, hospitals have interaction between different professions, so that the conflict is not an abnormality that occurs in the hospital but is characteristic of a hospital. To manage this thing that is required of a professional manager. Professional is the result of a special education and standards of professional ethics and standards of leadership skills. Similarly in the hospital is required professional standards of management including leadership skills standards for the various positions in the hospital including the CEO.

Various changes that have expanded beyond environment and generated internally in the organization PKU Muhammadiyah Hospital on patient safety, limited access to health services in some communities in particular, the development of science and technology,

huge burden disease, to the more open the boundaries of information which impact the increasingly critical customers to health services as well as changes in government regulations, anticipated by various measures of improvement suggestions infrastructure and human resources, making the hospital PKU Muhammadiyah Yogyakarta besides being able to compete with other health care facilities also adhere to government regulations. Until now, PKU Yogyakarta Hospital has 248 beds consisting of a VIP: 17 beds, Class I: 34 beds, Class II: 54 beds, class III: 75 beds, isolation rooms: 3 beds, nursery: 30 cribs, a backup: 35 beds.

## **MATERIALS AND METHODS**

The study which conducted in September-October 2015 was a qualitative-quantitative research with longitudinal method to determine the manager competency of the PKU Muhammadiyah Yogyakarta hospital of (RS). Primary data were obtained from the giving of questionnaires and interviews to managers at different levels (1 people at top level, 4 people at intermediate level and 8 people at bottom level) as well as from Focus Group Discussion (FGD) to employees.

The object of research was the competencies of the manager in the form of leadership skills and management capabilities in various fields (finance, human resources, quality information systems, medicines and equipment). The process of data analysis including data collection, data reduction, data presentation and conclusion or verification. Then, the qualitative data will be described and narrated. Quantitative data from the questionnaire using Likert scale 1-5, namely: level 1: awareness, level 2: basic, level 3: competent, level 4: advance), level 5: expert. Results of the analysis of quantitative data were used to strengthen the analysis of qualitative data.

## **RESULTS AND DISCUSSION**

Results of interviews with top level managers mentioned that there are some problems in the hospital. Those problems include hospital has not been accredited, Standard Operating Procedures (SOPs) which has not been standardized and limited management capabilities. Middle managers mentioned that there are problems on the operational license of hospital new building, the latest movement of hospital to the new building and lack of employee welfare, quantity and quality of human resources in some parts. While the problems faced by lower-level managers are less fulfillment of some infrastructure.

Results of the questionnaire indicate that there are differences in leadership skills among managers (Fig. 1). Top and middle level managers have competent management capabilities (likert scale 3,00-3,99). However, lower-level managers the management capability is still insufficient or basic (likert scale = 2,00-2,99).

Interviews and FGD about understanding the peak level managers, middle and lower standards of competence regarding general management found that each manager understands the general management competence, only the conditions on the ground will still need support from the management of the others. Such as salary increases that have not been evaluated, standardization of operational standards, the number of human resources are lacking inadequate infrastructure, services that do not correspond with the slogan PKU Muhammadiyah Yogyakarta Hospital (smiles, greetings, "Salam"). The results of the measurement of the capacity of general management manager, ie 80% of its capacity at the level of competence, 20% were at an advanced level. While PKU Muhammadiyah Hospital requires a manager who has expert capacity reached 80 and 20% advanced. These findings are interpreted, the manager already has the management skills common good but still not sufficient PKU Muhammadiyah Hospital.

The average competencies of financial management of the managers (Fig. 1b). Top managers have higher average from any component of competency. The comprehension of managers on financial management and the constraints of the current financial management, especially in financial management. The level of competency managers of HR management (Fig. 1c). Top managers have a higher level of competency than the underlying manager. The comprehension of managers on HR management and human resource management constraints in the number of employees, the recruitment process, training of employees, number of employees and performance evaluation. The level of competency of managers in quality management, the average middle managers and lower managers are still at level 2 (basic) (Fig. 1d). The manager's comprehension of quality management that is considered important by them but not yet realized. The problem is that the committee recently formed so still new in the process of completing the manufacture of SOP.

Medicine management and tools carried by the pharmacy of PKU Muhammadiyah Yogyakarta Hospital is still not running properly. Management competencies of medicine and equipment was still lacking especially in the procurement of medicine and equipment and maintenance of the appliance, the average competencies was 2.2 which means under competent (Fig. 2). The lack in terms

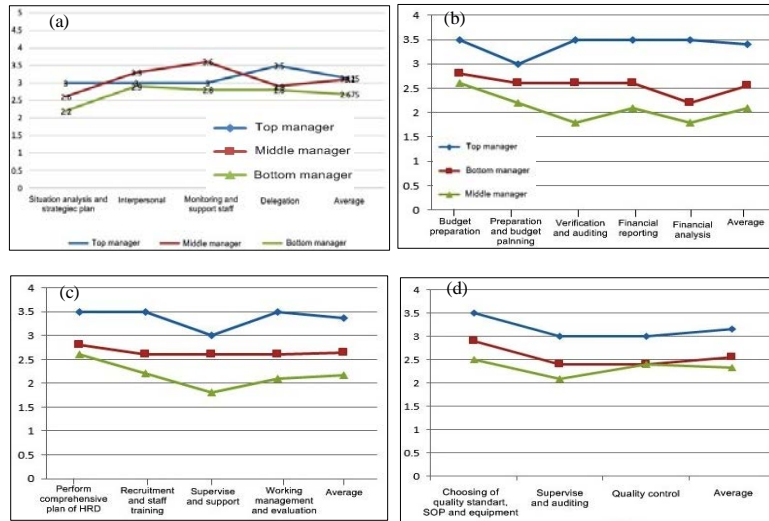


Fig. 1: a) The average competencies of leadership skills, b) the average competencies of financial management, c) the average competencies of human resources management and d) the average competencies of quality management

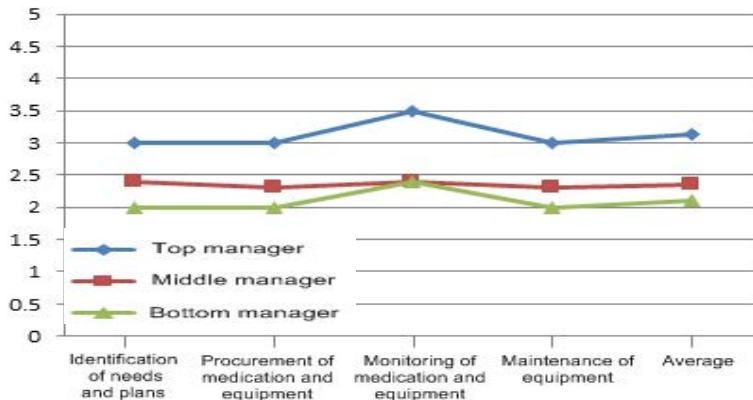


Fig. 2: The average competencies of medicine and equipment management

of medicine procurement and equipment that often happens is that the empty stock. Frequently stock is empty occurred because the financial condition of the hospital. Maintenance tools that are less possible due to lack of electromedical staff, cause of so far is still dependent on outsiders.

Descriptive analysis of primary data on the capacity of managers and needs PKU Muhammadiyah Hospital in medication management skills and equipment to get the following results; 60% owned capacity on an advanced level while the remaining 40% at the expert level. While PKU Muhammadiyah Hospital need managers who have the expert capacity of up to 80 and 20% advanced. This fact is interpreted, the capacity of manager in the management of medicines and equipment is good but still below the needs of PKU Muhammadiyah Hospital.

The comparison between the standard of competence and conditions that exist today shows that general management skills has been going well and has been included in the assessment advanced. So that the findings of the capacity of general management skills are still below the needs of the hospital PKU has not become an urgent issue. The problems are more urgent is less rapid laboratory process, there has been no increase in the salaries of employees in a long time span and services that are not in accordance with the vision and slogan hospital.

The manager has to understand management as a system or activity of planning, conduct, evaluation and improvement, conducted continuously so as to create a common goal, from planning to assessment activities will be carried out in medical and nursing care to improve the quality of hospital services.

Genesis issues in general management is not a result of inadequate understanding of the manager but with regard to various factors. Practical explanation in case of delays laboratory examination is due to the amount of equipment were not available and still use equipment with old technology. In the case of less service in accordance with the vision is the result of inappropriate training conducted periodically, even for certain employees have not received training. Financial ability also plays a role in the later shopping Hospitals have a wide impact.

Results summary of an interview between the manager and FGD respondents found that some managers feel they lack the ability to be a leader in terms of level of education, knowledge and management skills in general or on the lead. Employees who are led also felt much less knowledge and skills because of the scarcity of training or seminar that followed. Some managers also complained about the lack of staff at the part that they lead, so for now they are complaining about high workloads and maximum service.

Leadership depends on the skills of: technical, human, conceptual and administrative (Northouse, 2012; Bass and Stogdill, 1990).

**Technical skills:** Knowledge and expertise in certain types of work or activity. This includes competencies, analytical skills and the ability to use appropriate technical equipment (Blake and Canse, 1991).

**Human skills:** Knowledge and the ability to work with people. This is quite different from the technical skills which associated with doing something (Bass and Stogdill, 1990). Interpersonal skills is a skill that helps a leader to work effectively with subordinates, peers and superiors to achieve organizational goals. Leadership research has consistently demonstrated the importance of interpersonal skills for effective leadership (Bass and Stogdill, 1990; Blake and Canse, 1991). Interpersonal skills are divided into three parts: responsive to the social emotional quotient and managing interpersonal conflict (Bass and Stogdill, 1990).

**Conceptual skills:** Ability to work with ideas and concepts. A leader with conceptual skills feel comfortable to speak with the idea of forming an organization and the in and out of the organization. Conceptual skills was central for creating a vision and strategic plan for the organization, Katz (Northouse, 2012). Conceptual skills for leaders can be divided into three parts: problem solving, strategic planning and creating a vision (Bass and Stogdill, 1990).

Problems in financial management according to the financial manager are constrained in terms of preparation and budget planning which based solely on the current financial. While the current financial is not in the stable condition and focus in construction of hospital new buildings. Instability of hospital financial felt by managers and employees inhibit in the process of services. Hospital section which sometimes constrained by the lack of hospital financial stability is the section of the pharmaceutical. According to the manager and employees of pharmaceutical, the pharmaceutical section sometimes run out of stock and sometimes occurs accumulation stock due to ordering of the medicine based on the existing financial.

HR management competencies of managers overall average is 2.7 which is under competent. However, the average top managers assess their HR management competencies 3.37 which is between competent and advanced. In the interview with the top managers, they understand human resource management as “the management of recruiting employees, assess, evaluate basic tasks in accordance with the profession, reward or sanction when performing certain actions to provide severance pay when does not work anymore in hospital, as well as credentialing which conducted sustainably”. Top managers perform most of the tasks of human resource management in operational and managerial functions. While middle managers understand the management of human resources as a “management of the overall HR from conducting recruitment until employee is not working at the hospital, managing organizing staff (scheduling, description) of work, evaluation and communication with staff”. Middle managers have been performing their duties in the operational functions of human resource management and some managerial functions.

Human resource management is part of organizational management that focuses on the elements of human resources. The task of human resource management is to manage the human element in order to obtain a labor which satisfied with their work. HR management tasks are grouped on 3 functions (Kemenkes, 2004), namely:

- Managerial functions include: planning organizing, directing and controlling
- Operational functions including: procurement, development, compensation integration, maintenance, termination of employment
- The position of HR management in achieving goal of integrated organizational enterprise

Hospitals that able to compete in the market is a hospital that is able to provide quality products or

services. Therefore, hospitals are required to continue to make improvements, especially in the quality of service. Gaspersz (2000) divide the definition of quality on the conventional definition and strategical definition. Conventional definition of quality directly describe the characteristics of a product such as performance, reliability, ease of use, esthetics, etc. While the definition of the strategical quality state that quality is everything that is able to meet the desires or needs of customers (meeting the needs of customers).

### **CONCLUSION**

Services still need to be refined is due less to the vision and slogan Hospital are: care by health personnel towards customers, employees and health personnel training, equipment maintenance, teamwork. Managerial competence of managers PKU Muhammadiyah Yogyakarta hospital are at an advanced level and competence. Managers can perform the job effectively and confidently but still need support.

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