

Improving Local Hospital Management towards Sustainable Hospital in Developing Countries: The Leaderships Aspect and Organization Management

Farida¹, Zainal Fanani², Bambang Ali Nugroho², Luchman Hakim³

¹Graduate School for Environmental Science, Brawijaya University, Malang East Java Indonesia

²Faculty of Animal Husbandry, Brawijaya University, Malang East Java Indonesia

³Department of Biology, Faculty Of Mathematics And Natural Sciences Brawijaya University, Malang East Java Indonesia

Abstract: In the recent situation where global awareness in environmental is increasing, leadership with ability to drive hospital in sustainable manner becomes crucial aspect. The aim of the study is to describe the important of leadership aspect in local hospital of dr. Iskak in Tulungagung and its implication for hospital management toward green hospitals. In this study, a model which is constructed by some variables related to leadership was explored. Discussion was based on the empirical research result related to the sustainable development principles. Result of the study shows that leadership aspect in dr. Iskak hospital is important in organized hospital resources in order to increase employee, patient and community satisfaction. The high competency staff automatically able to work in standard value, and there are no important leadership interventions through behavior, service and commitments. In the recent trend of hospital management, the visions of hospital leader to meet sustainable hospital are important. In the future, it is important for local hospital such as dr. Iskak hospital to increase and support leader capability in implementing sustainable hospitals.

Keywords: green hospital, sustainable hospital, healthcare service, leadership

I. Introduction

Hospital plays an important role in community health care system. Hospital is a basic facility and infrastructure among community to ensure community health. Hospital an complex service system which need professional organization and management. In the recent changing environment, however, hospitals should be able to managed and adapted to the recent conditions. Recently, several important aspect related to the sustainable development and green movement are influencing the practices and management of hospital. In many countries, modern hospital has become highly scientific and has moved eco-green visions. It is especially relevant with the recent global development agendas as called Sustainable Development Goals (SDGs) 2016-2030 [1] [2] [3].

In the near future, hospitals are facing numerous challenges and opportunities. Scholar point out that the better economic standard and education system of patient lead to the increase of excellent service needs among hospital. There are also scientific and medical technology has been developed to increase health care service satisfactions. Hospital services reform worldwide is especially required due to the increase of chronic diseases. Modern hospital has trying to balance internal and external factors which lead to the sustainability system of hospital. These opportunities bring the important aspect of leader in hospital [4] [5].

The role of government to make and operates hospital in many places in a countries has been identified plays an important role in developing countries. In developing countries, such situation lead hospital owned by government, and basically system was driven by governmental roles. In developing countries, many governmental hospitals was operated and funded by central and local government. It is because community health issues are related to the countries responsibility. Community, or patient, also contributes to the funding operational of hospital, but the number is very few. Governmental hospital can be said a nonprofit institution to provides health care service to community. It is based on the philosophy that community health is the responsibility of government [6] [7].

There are also private hospitals which area serving community health care. It has been reported that private's hospitals complement the functions of governmental hospital. Some important point of privates hospitals compared to the governmental owned hospital are encompasses: (1) privates hospital better equipped, (2) more has individual care, and (3) more cleanliness and hygiene. The leadership of private's hospital often claims better and has strong entrepreneurial characters compared to the governmental hospitals. Private hospital often shows rapid adaptation and responds to the recent patient needs in physical and mental improvements. Institution like privates hospital often uses resources effectively and applying efficiency principles in operational. These is become the fundamental aspect of recent sustainable hospital discussions. This point has been explored by numerous research [8] [9] [10].

In developing countries, especially in remotes area where human resources was limited, the impact of leadership to the operational and performance of hospital was important. Leadership has been viewed as one of the important aspect for organization success [11] [12]. However, over dependency on leader has been identified dangerous for the sustainability of organization. The dominant role of leader has been identified contributes significantly to some negative aspect [13] [14]. In the context of sustainable development, over dependency should be minimize and all of the component in organization should be have its capacity. In the recent situation where people awareness in environmental is increasing, leadership with ability to drive hospital in sustainable manner is becoming important. The aim of the study is to describe the important of leadership aspect in local hospital of dr. Iskak in Tulungagung and its implication for hospital management toward green hospitals.

II. Methods

Theoretical Models Assessments

The previous developed models by authors (Farida, unpublished data, 2015) was explored and discussed to provide the strategic management aspect of local hospital management and services (Fig. 1). The discussion was began with a search of the literature that examined and described the links between the variables which area related to the hospital management and services and the issues of sustainable hospitals. Survey was enlarged by visiting site of hospital to verify the actual condition of several aspects, namely environment, social and economical aspects. An in depth interviews were done in some occasion to generated a vivid picture of the hospital system, implementation and organization. Informant of this study consists of employee and managers of hospitals in dr. Iskak Tulungagung.

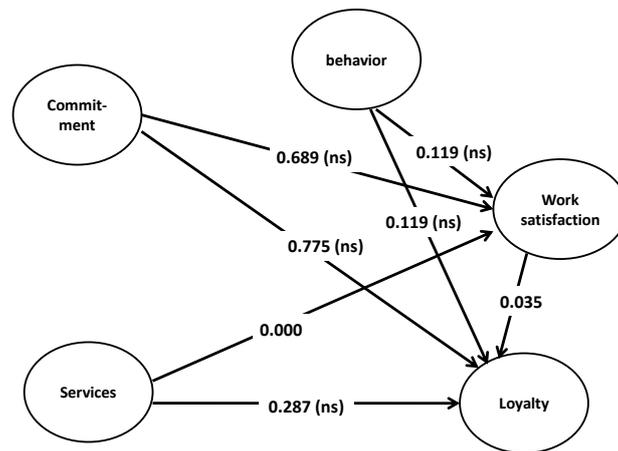


Fig. 1. Conceptual models and relationship among variable in determining the impact of leadership behavior, commitment and service to work satisfaction and loyalty in Local Hospital in Tulungagung. (Sources: Farida, unpublished data, 2015)

Analysis

In order to generate a comprehensive review of the models, the descriptive analyses was made. The analysis was descriptively based on the available references. Focus of the analysis is exploring three variable of leader on work satisfaction and loyalty of employee. Discussion will be link to the three pillar of sustainable development, namely environmental, economic and social aspect. It is especially important in designing policy to meet sustainable hospital management.

III. Result And Discussion

The Importance of Leadership

Leader is the most significant person in the work environment. Scholar point out that leadership behavior and practices make a difference in organization performance and outcomes. Leadership behavior has reported to have positive relationship with organization and employee performance. The quality of leadership in organization performance widely studied and conclude important findings which are crucial in organization performance improvements.

Leader behavior has been widely studied in order to increase management performance of numerous company. It is also has been implemented and tested in governmental institution such as hospital. The important reason for the study about links between leadership behavior and employee satisfaction is the desire of service performance to increase consumer satisfaction and the service quality of hospital. Previous survey on

management organization and consumer satisfaction confirms that leadership as a key to implement high quality standard of service and organizational performance. In numerous aspect, including hospitals, leadership behavior can be considered as a useful creation of organizational performance [11] [12].

Leadership in local hospitals in dr. Iskak Tulungagung especially important to implement hospital organization, especially in order to provide best services and support community health in sub-urban and rural environment. In remote developing countries, the role of local hospital in providing health services has been considered important. This is due to the general recognition that the hospital service is the major determinants of community health in developing countries [1] [3].

According to Fig. 1, the variables related to behavior, service and commitment are not significantly contributes to the creation of employee satisfaction in work satisfaction and loyalty. Compared to the previous study, this model was differs and shows interested aspect which area important to explored. Theoretically, leader behavior, service and commitment have significant value to employee and organization [15] [16]. There is some possibility to explain the research findings. Firstly, in case of local hospital in Tulungagung, the respondent's status seems influence the final result of the survey. Becoming staff in dr. Iskak Hospital, both governmental or contract employee, is one of the best carrier in the difficult situation to get job. Employee is often passive and poor initiative. Secondly, there are possibility of employee quality lead to the minimal impact of leadership in work satisfaction and loyalty. The high competency staff automatically able to work in standard value, and there are no important leadership interventions through behavior, service and commitments.

The employee in local government owned hospital often shows enjoy and has less stress than employees in private hospitals. It is because government jobs are often permanent status. The employee in private's hospital is more efficient in working than employee in governmental owned hospital. In the perspectives of private hospital, by serving and offering high quality is able to generate high revenue. In such hospitals, the management will encourage employee to improve skill and competency. Employee in local hospital can help to improve health services in numerous aspects of services, but the intensive human resources improvement programs should be implemented [17].

There are several number of leadership approach which area proposed by Al Sawa'I (2003), encompasses transformational leadership, collaborative leadership, conflict management, shared leadership, distributed leadership, ethical leadership, and functional result oriented health care leadership. The effective healthcare should be able to perform lead by example, building strong team, encourage participation, think like a teacher, challenge conventional thinking, measure everything, know how to take action, and be accountable [18]. Scholars point out that there are six-factor which area related to the health care leaders, namely directing, engaging, challenging, methodical, adventurous and concrete [19].

Leadership in Sustainable Hospital

Theoretically, sustainable hospital should be involved three issues namely economy, social and environment in every activity of hospitals. In such a case, leaders should be able to implement such aspect into single vision, namely sustainable hospital [20] [21] [22] [23]. In the recent problems in environmental, social and economical aspect of hospital in serving health care, leader with capability to think integrally in holistic approach was important.

In the economical aspect, for instance, issues of hospital accessibility should be able to handle properly with the objectives is facilitate all of the community levels able to access health services. The ethical implications of the recent high prices of hospital charge have become a matter of discussion, especially in developing countries. Critics often comes that all persons have a right to get standard service, especially in health care [3]. Dr Iskak hospital was classified as Public Service Agency (*Badan Layanan Umum*, BLU), and therefore the hospital's operational budge not merely depend on the central government grant. Dr Iskak hospital has authority to manage fund autonomic. One of the aim of the BLU schemes especially related to the effort to increase employee professionalism and work satisfactions. As far, it is success to implement in dr. Iskak hospital in Tulungagung.

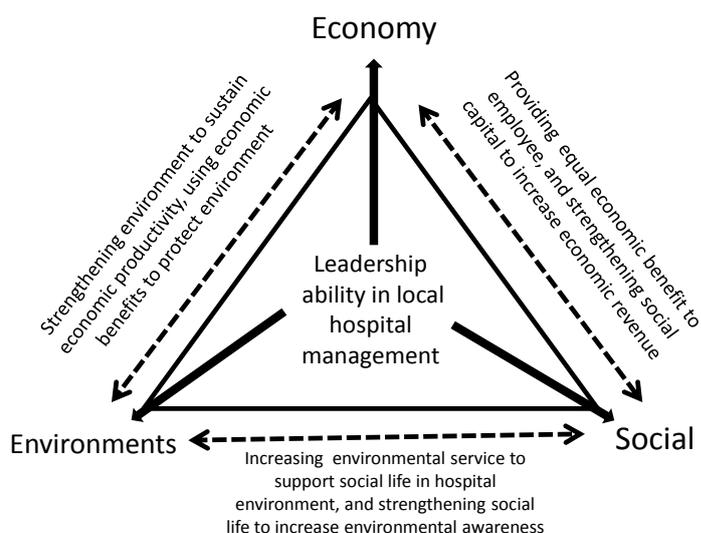


Fig.2. The conceptual framework for leadership contribution in achieving sustainable hospital

In the social context, the role of hospitals to enhance to social prosperity was important. In Indonesia, central government was already subsidizing essential drugs and treatment in hospital. It is especially addressed to increase patients accessibility in medical service, especially in rural areas where people has limited access the health care service. In the perspective of social views, work satisfaction and the loyalty is the crucial issues which area related to the social and psychological workers. Leadership should be accommodates such social aspect in every program with the objective improving working satisfaction in loyalty. These become crucial aspect for sustainability of hospitals services [24]. Work satisfaction led to the employee loyalty (Fig.1) and therefore is important for leader or top management is hospital to create programs which area contributes to the works satisfaction. The dr. Iskak hospital in Tulungagung receive patient with central government program in health (called BPJS) as an active participation in social aspects. Administratively, only person or patient with BPJS able to access hospital freery and get reduction cost facility. However, in dr. Iskak hospital, person and patient without BPJS member are able to access free or reduction cost of hospital services.

In the environmental context, the environmental issues should be embedded in hospitals management. In such a case the role of leadership in hospitals system is important. Leaders should be able to introduce environmental principles and drive any programs and decision environmentally can be accepted. It is especially important because hospital produce waste and numerous pollutant which area able to decrease environment quality. The leadership with environmental vision often consider the environmental management of hospital, and significantly it is increase work satisfaction and employee loyalty [25]. In dr. Iskak hospital, the attention to the environmental aspect was implemented by improving landscaping as one of the integral part of patient healing. In order to increase and maintain the environmental spirits among department and staff in hospital, there is also completion related to environmental aspect.

Management Recommendation

Issues of sustainable development is emerging and recently rapidly introducing to numerous aspect of human life. In such a case, the green and sustainable hospital will become of the key instrument in health system in health sector's contribution to meet sustainable development agendas. Besides offers the sustainability prospect, such program is especially important to increase costumer's satisfaction [21] [22] [22]. The sustainable development principles which has been implemented by industrial sectors has been reported reduces dramatically numerous pollutant and material hazard which are contributes to the human health. These principles also reported increased industrial performance, especially in economical revenue. Therefore, it is reasonable to propose dr. Iskak hospital in Tulungagung to be the sustainable hospital.

The human resources development, including competency and capacity of hospital's leader and manager was important. The condition that has influenced sustainable hospital initiative is primarily knowledge about sustainable development principles. The issues of poor understanding about sustainable development were one of the problems identified by scholars [26]. Therefore, it is important to support the education for sustainable development, especially for leader and top managers of hospitals.

IV. Conclusion

Leader and leadership is an important component in local hospitals in developing countries. In the recent rapid changes of environment, the ability of a leader to manage a local hospital to meet recent sustainable development and health care systems following sustainable principles is important. In the case of Dr. Iskak Hospital, the green and sustainable hospital will become one of the key instruments in the health system in the health sector's contribution to meet sustainable development agendas. In such a case, it is important to support the education for sustainable development, especially for leaders and top managers of hospitals.

Acknowledgements

The authors wish to thank the Rector of Brawijaya University, Director of Graduate Program, Brawijaya University, Directors and staff of Dr. Iskak Hospital in Tulungagung.

References

- [1]. H. Barnum and J. Kutzin, *Public hospitals in developing countries: resource use, cost, financing* (Johns Hopkins University Press, 1993).
- [2]. BL. Kirkman-Liff, R. Huijsman, T. van der Grinten and G. Brink, *Hospital adaptation to risk-bearing: managerial implications of changes in purchaser-provider contracting*. *Health Policy*, 39(3), 1997, 207-223.
- [3]. W. Van Lerberghe, *The world health report 2008: primary health care: now more than ever*. (World Health Organization, 2008).
- [4]. RB. Saltman, J. Figueras, C. Sakellariades, *Critical challenges for health care reform in Europe* (McGraw-Hill Education, UK, 1998).
- [5]. E. Litvak and M. Bisognano, *More patients, less payment: Increasing hospital efficiency in the aftermath of health reform*, *Health Affairs*, 30(1), 2011, 76-80.
- [6]. JA. Razzak and AL. Kellermann, *Emergency medical care in developing countries: is it worthwhile?*. *Bulletin of the World Health Organization*, 80(11), 2002, 900-905.
- [7]. DH. Peters, A. Garg, G. Bloom, DG. Walker, WR. Brieger, and RM. Hafizur, *Poverty and access to health care in developing countries*. *Annals of the New York Academy of Sciences*, 1136(1), 2008, 161-171.
- [8]. SS. Andaleeb, *Public and private hospitals in Bangladesh: service quality and predictors of hospital choice*. *Health policy and planning*, 15(1), 2000, 95-102.
- [9]. N. Jabnoun and M. Chaker, *Comparing the quality of private and public hospitals*. *Managing Service Quality: An International Journal*, 13(4), 2003, 290-299.
- [10]. F. Yeşilada, and E. Direktör, *Health care service quality: A comparison of public and private hospitals*. *African Journal of business management*, 4(6), 2010, 962-971.
- [11]. BM. Bass and RM. Stogdill, *Handbook of leadership* (Vol. 11), (New York: Free Press, 1990).
- [12]. A. Al-Sawai, *Leadership of Healthcare Professionals: Where Do We Stand?* *Oman Medical Journal* 28 (4), 2013, 285-287
- [13]. CP. Kindleberger, *Dominance and leadership in the international economy: exploitation, public goods, and free rides*. *International studies quarterly*, 1981, 242-254.
- [14]. RA. Fleischer and JM. Chertkoff, *Effects of dominance and sex on leader selection in dyadic work groups*. *Journal of Personality and Social Psychology*, 50(1), 1986, 94-99.
- [15]. D. McNeese-Smith, *Job Satisfaction, Productivity, and Organizational Commitment: The Result of Leadership*. *Journal of Nursing Administration*, 25(9), 1995, 17-26.
- [16]. RA. Clark, MD. Hartline, and KC. Jones, *The effects of leadership style on hotel employees' commitment to service quality*. (*Cornell Hospitality Quarterly*, 2008).
- [17]. S. Mulyati, E. Nurachmah, and A. Bachtiar, *Perbedaan Karakteristik Perawat, Sistem Penempatan Tenaga Keperawatan Dihubungkan Dengan Produktivitas Waktu Asuhan Antara Perawat PNS Dan TTK Di RSUD Serang*. *Jurnal Keperawatan Indonesia*, 7(1), 2003, 1-10.
- [18]. H. Shipton, C. Armstrong, M. West, and J. Dawson, *The impact of leadership and quality climate on hospital performance*. *International journal for quality in health care*, 20(6), 2008, 439-445.
- [19]. T. OLIVO *THE PROFILE OF AN EFFECTIVE HEALTHCARE LEADER* (SUCCESS PROFILES, INC., 2014).
- [20]. J. MacNeill, *Leadership for sustainable development* (Institutionalising sustainable development, 2007)
- [21]. Harris, N., Pisa, L., Talioaga, S., & Vezeau, T. (2009). *Hospitals going green: a holistic view of the issue and the critical role of the nurse leader*. *Holistic nursing practice*, 23(2), 101-111.
- [22]. U. Weisz, W. Haas, JM. Pelikan, and H. Schmied, *Sustainable hospitals: A socio-ecological approach*. *GAIA-Ecological Perspectives for Science and Society*, 20(3), 2011, 191-198.
- [23]. SA. Mohrman, and AB. Shani, *Organizing for sustainable health care* (Emerald Group Publishing, 2012).
- [24]. B. Carroll, L. Levy, and D. Richmond, *Leadership as practice: Challenging the competency paradigm*. *Leadership*, 4(4), 2008, 363-379.
- [25]. C. Lee, *Environmental justice: building a unified vision of health and the environment*. *Environmental Health Perspectives*, 110(2), 2002, 141-145.
- [26]. MS. Grindle, and ME. Hilderbrand, *Building sustainable capacity in the public sector: what can be done?*. *Public Administration & Development* (1986-1998), 15(5), 1995, 441-445.