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Original Research Article

Analysis of the Effectiveness of Army Hospital Communication and Service Behavior

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Abstract: The purpose of the study was to describe the effectiveness of communication and service behaviour at Army Hospital (AH) East Java. The population in this study were 500 employees of AH East Java. Samples were taken using a random sampling technique. Based on the results of Slovin's calculation, the sample size is 183 people. The analysis technique in this study uses a description of the SPSS program. The results of this study indicate that the effectiveness of communication can create service behaviour for AH East Java employees, meaning the ability of employees to communicate effectively, Openness, supportive attitude, positive attitude, and Empathy. Effectiveness Communication is a two-way interaction that is supportive, positive, open and empathetic by individual goals. In Effectiveness of Communication to improve service behaviour and employee performance includes Openness, Supportiveness, and Positivity. Communication Effectiveness is a construct built from observation indicators: Openness, Supportiveness, and Positivity. First, Openness to the Army Hospital in East Java employees is carried out through transparent and respectful communication between employees working at the Army Hospital in East Java. The high average value indicates this, and the average Openness has a higher average value. Service behaviour is a commendable attitude for someone in control of serving something that is the desire of others.

Keywords: Communication, Service Behavior, Army Hospital.

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INTRODUCTION

Improving employee performance to harmonize great demands in business competition, given the unpredictable business environment and intense business competition, companies are required to achieve specific standards by improving employee performance to align demands, otherwise many problems will arise, including the risk of closing business (DeCenzo & Robbins, 2014). This performance relates to the level of individuals who pay attention to human resources as the most decisive factor in achieving organizational goals. Human resources are significant for organizational excellence and are the main factor in achieving the expected organizational goals.

Leadership, according to research, is tasked with listening to employees, supporting, encouraging and involving in decision-making and problem-solving processes. Thus employees can build teams and develop the ability to make more skilled decisions to improve performance. Shows the importance of high-performing

leaders, fully committed to having high standards and clear expectations to improve employee performance in the organization. Leaders are committed to ensuring appropriate workplace behaviour is communicated correctly and selected into the organization throughout the hiring process that is properly executed.

Like a hospital's success in improving employee performance, it depends on the quality of its human resources. The Army Hospital in East Java highly expects the performance of quality employees. The higher the quality of performance or excellent service, the Productivity at the Army Hospital in East Java as a whole is higher, therefore the influence of the Leadership and supervision system to improve employee performance must be determined by several efforts aimed at motivating employees to be able to be disciplined and have enthusiasm in doing their work, as for these efforts by providing several facilities. Very supportive work facilities can provide employee job satisfaction to achieve maximum employee performance.

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Improved services for extended families Indonesian National Armed Forces in general. The Army Hospital in East Java is committed to declaring the safety of hospital patients or Patient Safety as the first step in improving health services that are safe, comfortable and safe. A shared commitment to eliminating selfishness and laziness in handling patients must improve performance through excellent service for the safety of each patient in order to get optimal results in terms of understanding patient safety incidents. The Indonesian National Armed Forces Hospital in East Java is one of the implementing agencies with the main task of providing health services to Indonesian National Armed Forces and Indonesian National Armed Forces personnel and their families.

By the mandate of the Law of the Republic of Indonesia Number 44 of 2009 concerning Hospitals that hospitals are obliged to provide health services to all levels of society, then the Army Hospital in East Java, in addition to having the main task of providing services to Indonesian National Armed Forces personnel and families, also provides services health services to the broader community by utilizing the extra capacity of the hospital. To overcome these very complex problems, management can make internal improvements, one of which is through the development of human resources.

Health promotion, disease treatment and health restoration by the government and the community. Improvements in internal conditions aim to strengthen themselves and improve employee performance in the face of local and global competition that will inevitably get tougher. This means that organizational management must improve performance through excellent service and as a reference for performance in an organization influenced by internal and external factors; internal factors are communication skills and nurse service behaviour, while external factors are transactional Leadership (Asghar & Oino, 2019); (Mohr & Nevin, 2016); (Zerbe et al., 2017).

Employee performance is a systematic and impartial periodic assessment of the employee or employees, excellence in current work and potential for better work. Performance appraisal has a positive correlation with employee performance, but the level of the relationship is not significant. Available evidence from previous studies has shown that there are inconsistencies, controversies, and mixed findings. In connection with this, efforts to improve employee behaviour in services to patients need to be managed in hospitals to be very important, especially at the Army Hospital in East Java. The novelty of this research is the development of research results (Wanjiku & Joyce, 2018) on the Effect of Leadership Commitment on Employee Performance in the Country Government in Kenya. The Research Objectives describing the

effectiveness of communication and service behaviour at the Army Hospital in East Java

LITERATURE REVIEW

Communication Effectiveness

Communication effectiveness is a two-way interaction that achieves the target with feedback (response) by individual goals (Mohar & Nevin, 2016). This means that the number of contacts between members in the organization and individual communication goals can be achieved if they have several criteria, namely Openness, Supportiveness, positiveness, and Empathy. The amount of communication refers to the frequency and duration of the contract between the company and the employee. Empirical research on communication within the company usually uses frequency as an indicator of the amount of communication, so in this study, the frequency of communication is used instead of the duration of communication contact. Communication can also be used to convey input to correct organizational deficiencies.

Research by Johlke and Duhan (2013), the indicators of communication variables used in this study are frequency of dealing with managers/supervisors, frequency of discussions about work with managers/supervisors, and frequency of requests for unplanned discussions with managers/supervisor. A leader can correct deficiencies without feeling offended or blamed through practical and fluent communication. Human life cannot be separated from communication activities because communication is an integral part of the system and order of human social life and society. Communication activities can be seen in every aspect of everyday human life, from waking up to humans going to bed at night. Most of our life activities certainly use verbal and nonverbal communication. However, what is meant by the communication itself? There are at least four main elements in the communication model, namely the source (source), message (message), channel (channel) and receiver (receiver). Schramm (2012) states that communication is a process of sharing, explaining that communication comes from the Latin word *communis*, which means together or together.

When communicating, actually trying to grow together (commonness) with someone. Humans try to share information, ideas or attitudes. According to Schramm (2012) seems to be more directed to the extent to which the effectiveness of the sharing process between communication actors. Effective communication is communication that succeeds in giving birth to togetherness (commonness) and understanding between the source (source) and the recipient (audience).

Service Behavior

Service behaviour creates fun, alert and enthusiastic behaviour and applies a conducive work style in a group or organization (Scott & Bruce, 1994; Janssen, 2000). These stages are idea generation or idea promotion, idea promotion or idea promotion, and idea realization or idea realization. When explaining this stage, Janssen (2000) refers to the innovation stage expressed by Scott and Bruce (1994) and Kanter (1988). Based on several definitions that have been mentioned, the writer chooses to use the definitions expressed by Janssen (2000), Scott and Bruce (1994), Kanter (1988), and West and Farr (1989) about innovative work behaviour concisely and transparently.

Good service requires innovative work behaviour, namely idea generation, promotion, and realization. In addition, the authors also found the stages of innovative work behaviour in the research of De Jong and Den Hartog (2010), formulating four stages of innovative work behaviour, namely idea exploration (idea exploration), idea generation (idea generation), idea championing (struggling for ideas), and idea implementation. This study uses the stages of innovative work behaviour proposed by Scott and Bruce (1994). The underlying reason for this is, due to subsequent research.

RESEARCH METHOD

Research Design

Research design is a functional pattern used as a guide or technical guideline in research activities. It is said to be a technical guide because it is a research design that describes the steps and stages of research operations, starting from the type of research, data collection techniques, data processing and analysis techniques, and the process of drawing research conclusions. Research results are written descriptively or through descriptions that describe and explain the research subject. Therefore, by Sugiyono's (2002) opinion, the research design used is a causal research design. Because according to him, a research design that is useful for identifying causal relationships between variables and is helpful for understanding and predicting these relationships is a causal research design. The purpose of causal research is to develop a research model and test the research hypotheses that have been proposed. The data used in this study are subject because the purpose of this study was to examine the perceptions of hospital employees regarding customer orientation, competitor orientation and the existing supervision system at the East Java Army Hospital and their impact on the quality of service to patients.

Population and Sample

The population in this study was employees at the Army Hospital in East Java, taking samples using a random sampling technique. The data was obtained from information from the hospital personnel section. The questionnaire was distributed to the intended respondents, and the results of the distribution of the questionnaires were tabulated. Respondents used in this study were the entire population. This is due to the consideration of the problem of the response rate (rate of return) of the questionnaire distributed to respondents to be studied. Assuming a 50-60% rate of return, this study takes the entire population. This study uses the Slovin formula because, in sampling, the number must be representative so that the research results can be generalized. The calculations do not require a table of the number of samples. However, they can be done with simple formulas and calculations. The Slovin formula for determining the sample is as follows. Based on the results of the above calculation, the sample size is 183 people) = 10%, the sampling technique is that the selected sample is most likely not representative of the population, so the generalizations that researchers can make will be limited.

Data Collection Technique

The data collection procedure in this study uses a questionnaire. According to Sugiyono (2018:142), a questionnaire is a data collection technique that gives respondents a set of questions or written statements to answer. The use of questionnaires to obtain data from respondents regarding transactional Leadership, communication effectiveness, service behaviour and performance. The questionnaire was distributed by meeting directly with the employees of the Army Hospital in East Java and using online media by sending a questionnaire link.

Data Analysis Technique

SPSS analysis technique in this thesis, the data used in this study are subject. Because the purpose of this study was to determine the subject's perception of hospital employees regarding customer orientation, competitor orientation and surveillance systems in the Army Hospital in East Java and their influence on the quality of service to patients. Therefore, the researcher chose the Army Hospital in East Java as a study material to evaluate services in achieving the quality and quantity of overall performance and high quality.

DISCUSSIONS

Descriptive technique was used to analyze Communication Effectiveness and Service Behavior.

Table 1: Description of Communication Effectiveness Variable Statistics

Communication Effectiveness	1		2		3		4		5		Average value
		%		%		%		%		%	
Openness:											
Transparent communication at work	0	0	1	0.5	12	6.6	97	53	79	39.9	4.32
Communicate with mutual respect	0	0	1	0.5	7	3.8	104	56.8	71	38.8	4.33
Average indicators:											4.32
Supportiveness :											
Supportive communication	0	0	0	0	6	3.3	112	61.2	65	35.5	4.32
Cooperative communication	0	0	0	0	12	6.6	104	56.8	57	36.6	4.3
Average indicators:											4.31
Positiveness:											
Positive communication	0	0	0	0	8	4.4	117	63.9	58	31.7	4.27
Communicate properly	0	0	0	0	15	8.2	93	50.8	78	41	4.32
Average indicators:											4.29
Empathy:											
Communication by having tolerance	0	0	0	0	8	4.4	109	59.6	66	36.1	4.31
Communicate with solidarity	0	0	0	0	9	4.9	104	56.8	70	38.3	4.33
Average indicators:											4.32
The average value of the Communication Effectiveness variable											4.31

Effectiveness Communication is a two-way interaction that is supportive, positive, open and empathetic by individual goals. In Effectiveness of Communication to improve service behaviour and employee performance includes Openness, Supportiveness, and Positivity. Communication Effectiveness is a construct (latent variable) built from three observation indicators: Openness, Supportiveness, and Positivity. By using table 7 above, it can be explained how the description of each observation variable.

First, Openness to the Army Hospital in East Java employees is carried out through transparent and respectful communication between employees working at the Army Hospital in East Java. This is indicated by the average values of 4.32 and 4.33, where this value is by the average Openness, which has a total average value of 4.32. Second, Supportiveness for employees of the Army Hospital in East Java is carried out by supportive and cooperative communication between employees of the Army Hospital in East Java. This is indicated by the average value of cooperative communication of 4.3, which is not described by the overall average of the Supportiveness indicator, which

has a total average value of 4.31. Meanwhile, communication that supports each other has an average of 4.32, which already describes Supportiveness which has an overall average of 4.31. Third, the positiveness of the employees of the Army Hospital in East Java is carried out by positive and correct communication between employees of the Army Hospital in East Java. This is indicated by the average value of positive communication of 4.27, which cannot describe positiveness because this value is smaller than 4.29, which is the average value of the total positiveness indicator. Meanwhile, correct communication has an average value of 4.32, which is greater than the overall average of the Positivity indicators and is considered to represent Positivity. Fourth, Empathy for the Army Hospital in East Java employees is carried out through a way of communicating tolerance and solidarity between employees. This is indicated by communication by having tolerance with an average value of 4.31, which is smaller than the average value of 4.32, but not being able to describe the empathy indicator and communication by having solidarity of 4.33, where this value is appropriate in presenting empathy indicator which has a total average value of 4.32.

Table 2: Description of Service Behavior Variable Statistics

Service Behavior	1		2		3		4		5		Average value
		%		%		%		%		%	
Self-confident:											
Confident in serving patients	0	0	0	0	22	12	106	57.9	55	30.1	4.18
Happy to serve patients	0	0	1	0.5	20	10.9	94	51.4	68	37.2	4.25
Average indicators:											4.21
Emotional Stability:											
Patient in serving patients	0	0	0	0	16	8.7	103	56.3	64	34.9	4.24
Calm in serving patients	0	0	1	0.5	21	11.5	91	49.7	70	38.3	4.21
Average indicators:											4.22
Enthusiastic:											

Service Behavior	1		2		3		4		5		Average value
		%		%		%		%		%	
Quick in doing service	0	0	0	0	17	9.3	100	54.6	66	36.1	4.26
Enthusiasm for doing service	0	0	0	0	14	7.7	103	56.3	66	36.1	4.28
Average indicators:											4.27
The average value of the Transactional Leadership variable											4.23

Service behaviour is a commendable attitude for someone in control of serving something that is the desire of others. The existence of activities in obtaining Service Behavior to improve employee performance includes, among others, Confidence, Emotional Stability, and Enthusiasm. Service Behavior is a construct (latent variable) built from three observation indicators: Self-confidence, Emotional Stability, and Enthusiasm. By using table 8 above, it can be explained how the description of each observation variable.

First, the confidence of the Army Hospital in East Java employees is carried out according to a happy and confident attitude when serving patients at the Army Hospital in East Java. The employee's confidence value indicates this with an average of 4.18, which is smaller than 4.21, the average value of the total self-confidence indicator. Meanwhile, the happy attitude when serving patients at the Army Hospital in East Java has an average value of 4.25, which is greater than the average overall confidence indicator and represents Service Behavior.

Second, the emotional stability of the Army Hospital in East Java employees is carried out in a patient and calm manner when serving patients at the Army Hospital in East Java. The average value of patient service indicates this to patients 4.24, which is more significant than 4.22, which already represents Service Behavior which is the average value of the total indicator of Emotional Stability. Meanwhile, a calm attitude when serving patients has an average value of 4.21, which is smaller than the overall average of the Emotional Stability indicators and is considered not to represent Service Behavior.

Third, the enthusiasm of the employees of the Army Hospital in East Java was carried out swiftly and enthusiastically when providing services at the Army Hospital in East Java. The employee alert value indicates this with an average of 4.26, which is smaller than 4.27 and cannot yet represent Service Behavior, the average value of the total enthusiasm indicator. Meanwhile, the enthusiastic attitude of the Army Hospital employees in East Java has an average value of 4.28, which is greater than the average overall enthusiasm indicator and is considered to represent Service Behavior.

Description of Communication Effectiveness, Service Behavior of Army Hospitals in East Java

The army hospital in East Java always makes improvements to internal factors and aims to strengthen

itself and increase resilience in the face of local and global competition. This means that management is trying to improve hospital performance through employee performance. Hospital officers such as doctors, nurses and other health workers provide health services to patients and families who come to the hospital for treatment. They should get excellent service because army hospitals are synonymous with discipline, loyalty, courtesy and fixed time.

Service behaviour is an attitude of confidence in serving something that is the desire of others. The existence of service behaviour is self-confidence, emotional stability, and enthusiasm—an individual's ability to adapt to the conditions of a job. The most dominant form in improving service behaviour is the attitude of enthusiastically doing their job and the pleasure in providing service. Relationships that have not been optimally carried out in service behaviour are self-confidence in service. According to opinion, service behaviour is formed by self-confidence, emotional stability, and enthusiasm (Zerbe *et al.*, 2017).

Employee performance is the result achieved by a person according to the size applicable to the worker concerned based on the quality and quantity of the responsibilities given. Activities in Employee Performance include Quality of hospital administration, Quantity of BOR (Bed Occupancy Rate), and Productivity of hospital development. The most dominant form in improving employee performance is the quantity of BOR, employee performance built by the quality of hospital administration, the quantity of BOR (Bed Occupancy Rate), and Productivity of hospital development by the opinion (Albach *et al.*, 2016). Activities that have not been optimally carried out in employee performance are: the quality of hospital administration is still not optimal.

CONCLUSIONS

Effectiveness Communication is a two-way interaction that is supportive, positive, open and empathetic by individual goals. In Effectiveness of Communication to improve service behaviour and employee performance includes Openness, Supportiveness, and Positivity. Communication Effectiveness is a construct built from observation indicators: Openness, Supportiveness, and Positivity. First, Openness to the Army Hospital in East Java employees is carried out through transparent and respectful communication between employees working at the Army Hospital in East Java. The high average

value indicates this, and the average Openness has a higher average value. Second, Supportiveness for Employees of the Army Hospital in East Java is carried out by supportive and cooperative communication between Employees of the Army Hospital in East Java. The average value of cooperative communication indicates this is sufficient where this value does not describe by the overall average of the Supportiveness indicator, which has a higher average value. Meanwhile, communication that supports each other has an average of sufficient which already describes Supportiveness which has an overall average. Service behaviour is a commendable attitude for someone in control of serving something that is the desire of others.

The existence of activities in obtaining Service Behavior to improve employee performance includes, among others, Confidence, Emotional Stability, and Enthusiasm. Service Behavior is a construct built from observation indicators: Self-confidence, emotional stability, and Enthusiasm. First, the confidence of the Army Hospital in East Java employees is carried out by the attitude of pleasure and confidence when serving patients at the Army Hospital in East Java. The self-confidence value of employees indicates this with a moderate average, which is smaller than the average value of the total self-confidence indicator. Meanwhile, the happy attitude when serving patients at the Army Hospital in East Java has an average value of sufficient, which is greater than the average overall confidence indicator and is considered to represent Service Behavior. The analysis of communication descriptions in improving service behaviour can contribute several contributions to the literature on employee performance in modern organizations regarding vertical differentiation of organizational levels, coordination, and horizontal differentiation between units within an

organization. At the same time, this research deepens and helps in developing the repertoire of a leadership and communication theory because leadership style and service behaviour are considered effective in encouraging service behaviour and can create a performance.

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