

7.1.EMPOWERING THE EMPLOYEES AS A COMPETITIVE STRATEGY OF EAST JAVA REGIONAL PUBLIC HOSPITAL (RSUD) IN THE ERA OF PUBLIC SERVICE ASSOCIATION (BLU)

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EMPOWERING THE EMPLOYEES AS A COMPETITIVE STRATEGY OF EAST JAVA REGIONAL PUBLIC HOSPITAL(RSUD) IN THE ERA OF PUBLIC SERVICE ASSOCIATION (BLU)

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ABSTRACT

As operators in the health service system, human resources are the success key in conducting that activity. As a part of health service institution, hospital is demanded to hold the good health effort which is qualified and achievable. In line with this objective, a hospital must be supported by some aspects related to optimum service. Therefore, human resources need to be straightened up. This is due to the fact that in general public service has not been satisfying yet. This research was aimed at formulating the kinds and training models implemented by all Regional Public Hospitals (RSUD) type 'C' in East Java. This could be seen from the performance change and behavior after some training of employee's performance was given to them in accordance with their jobs. Therefore, the competitive strategy implemented by each hospital was expected to provide market-oriented service in accordance with its own need. The total number of sample taken to join the training was 180 employees. The first analysis technique was testing the distinction, and the second was by implementing the Least Square (PLS). The result showed that the performance training could add some knowledge in accordance with their own jobs, change their behavior, and finally their performance was improved.

Keywords: human resources, market orientation, competitive strategy, performance.

INTRODUCTION

As a means of health service, Regional Public Hospital (RSUD) provides the continuation health service to the regional community. The objective of this continuation research was in accordance with the importance of public service related to their health. Therefore, it was expected that Regional Public Hospitals (RSUD) could keep on providing a good quality of health service and reachable for all economic levels of community.

As the doers of health service system, human resources (HR) became the success key in implementing that program. Therefore, a hospital as one of the health service institutions, was demanded to hold that program to provide the qualified and reachable public health service.

Based on the identification result conducted in the first year, the doctor service was considered to be quite satisfying. This could be seen from the average score of 4,56. However, the patients wanted the doctor to do visiting twice a day for some advices to make them feel more comfortable and peaceful. The patients were very satisfied with the service and companion done by the nurses. This could be seen from the average score of 4,75. Moreover, the patients were also satisfied with the service conducted by the administration staff that could be seen from the average score of 4,65. This score was still above 4,5. This meant that the score of satisfaction range was

quite optimum between 4 and 5. Based on this scale, this score was in the position between satisfying and very satisfying. Meanwhile, many patients often complained about the service from the pharmacy which did not provide some certain medicines. This department got the average score of 4,2. Furthermore, the laboratory department with its core of 4,28, could not serve the customers very fast. The patients had to wait for the information about the examination result very long. Finally, the score of front office service was 4,22. The hospitals having the last three scores were recommended to find some way out of how to overcome those problems. First, the pharmacy department of the hospital had to take the stocks of medicines that were frequently consumed by the patients. Second, the examination result from the laboratory had to be given as soon as possible. The third, front office staff had to be given some special training how to serve the customers better. This kind of training was very important to undertake to provide a good quality of health service to the community.

The training was expected to provide skillful employees with good performance and competitive strategy to increase the service quality at RSUD type C, the non Public Service Association (BLU) in East Java. Having conducted the identification, the result showed that Regional Public Hospitals (RSUD) that required some specific trainings were as follows:

Kind of Training	RSUD BDH Surabaya	RSUD Tongas-Probolinggo	RSUD Lawang	RSUD Basoeni-Mojokerto	RSUD Ploso-Jombang	RSUD Ngimbang, Lamongan
First-rate Medical Staff	V					
First-rate Pharmacy Staff	V	V	V	V		V
First-rate Laboratory Staff			V	V	V	
First-rate						

Kind of Training	RSUD BDH Surabaya	RSUD Tongas- Probolinggo	RSUD Lawang	RSUD Basoeni- Mojokerto	RSUD Ploso- Jombang	RSUD Ngimbang, Lamongan
Front Office Staff		V	V	V	V	V
First-rate Administration Staff						V

Market-oriented Competitive strategy could in fact increase the performance of the Regional Public Hospital. This could provide the comprehensiveness that the implementation of competitive strategy would be effective if it was supported by professional human resources so that the market orientation had become the conviction and compensation of that hospital. Therefore, competitive strategy became the main factor to increase the performance of Regional Public Hospital in East Java to the Public Service Association (BLU) era.

RELATED LITERATURE

Theory of Human Resources

Training is systematic, formal process in efforts to develop someone's knowledge, skills, and employee's capability to provide service to the customers. Mentoring (coaching) is the direction giving process and support to the employees to increase knowledge, skills and their capability (Ellinger, 2007: 4). Mentoring is a kind of informal training undertaken at the work place. This becomes the relation part between employees and supervisor so that their work activity and experience become the catalyst of learning.

The skill increase of man power could be done by conducting some training, education, seminar, short courses and some other same kinds of activities. Therefore, one company or institution which was capable of adjusting between business strategy and human resources development would be capable of increasing organization performance. Finally, there would be a good relation between human resources development, business strategy and company performance.

Training Process

Training provided some knowledge and skills. Besides, it could change some specific behavior and be implemented in their work place of organization (Mathis-Jackson: 2006). Having got some certain knowledge and skills it was expected that every employee could do his work/job that became his responsibility very well. Finally, it would be achieved the optimum result of work as what it was expected by organization.

According to Center for Development Management and Productivity, the word 'training' was defined as a study to change someone's behavior in conducting his job or work. While 'training' was basically one process to provide some assistance to employees or workers to master some certain skills in order to improve their lacks in completing their jobs.

Meanwhile HadariNawawi (1997) said that 'training' was basically one process that provided some assistance to employees to master some certain skill or some efforts to improve some lacks in doing their works. The activity was focused on increasing the work capability in efforts to fulfill the need demand how to work in the most efficient way in this era. Moreover, Ernesto A Franco (1991) stated that training was an action in efforts to improve some employee's knowledge and skill who was performing a certain work or job. In accordance with PP RI no.71 part 1, it was stated that work training was all activities in efforts to obtain, increase and develop some productivity, discipline, work behavior and performance at a certain skill based on some specific job required that the implementation was focusing on practice rather than theory.

Research Methodology

There were many things to consider in terms of method and technique of research to employ. William B. Werner (1989:290) said that *'There is no simple technique is always best; the best method depends on cost effectiveness; desired program content; learning principles; appropriateness of the facilities; trainee preference and capabilities; and trainer preferences and capabilities'*. This meant that there was no training technique considered to be the best one. Therefore, the best method was based on the cost effectiveness, the content of program required, study principles, appropriate facility, capability and trainee preference, and capability and trainer preference. Moreover, Sondang P Siagian (1994:192) stated that the appropriateness of training technique used was depended on some considerations to be exposed. They were such as the economizing on budgeting, program matter, the availability of some certain facility, preference and trainee capability, preference of trainer capability and study principles required to employ. However, the training organizer had to know and understand well all kinds of training technique and methods so that s/he (organizer) could choose and decide which technique and method was the most appropriate to use in accordance with the need, situation and condition. William B. Werther (1989), Henry Simamora (1997), and SoekidjoNotoatmodjo (1991) identified that there were two kinds of approaches or methods in this research to employ, that was *'on the job training and off the job training'*. Both had some advantages and disadvantages. Therefore, the implementation had to be adjusted with the needs required by the company.

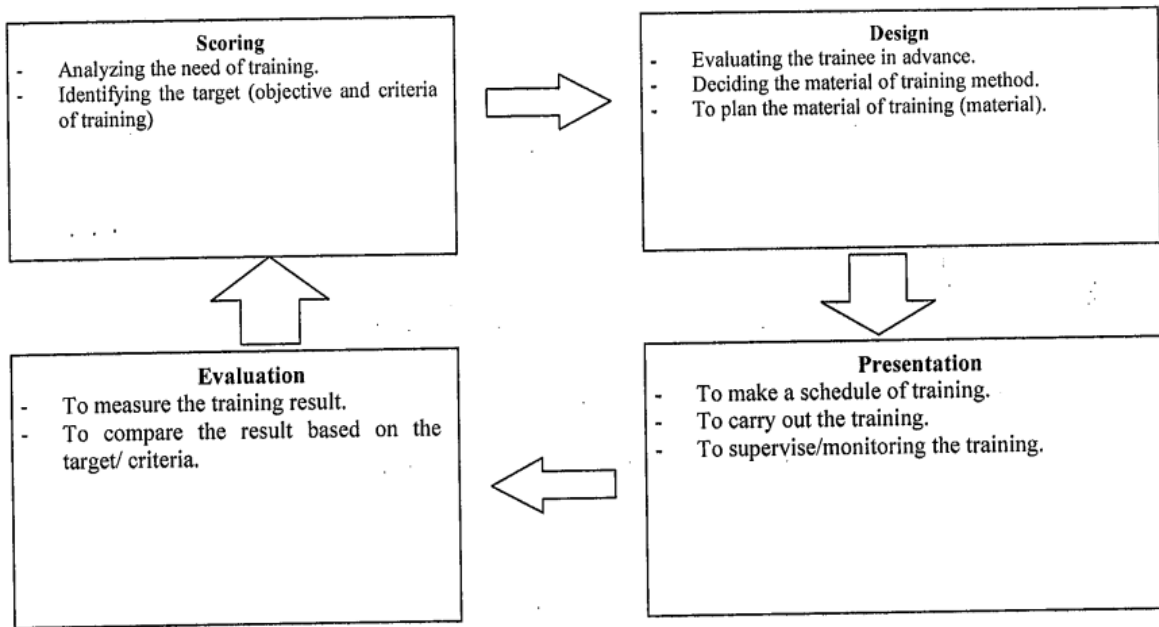


Figure-1. Training Process

Training Program

Training program had to involve some kind of learning experience and it was an organizational activity which was designed and formulated as an effective organizational design that consisted of 3 main factors. Those three steps were identifying the kind of training require, implementation, and evaluation. Meanwhile, there were 4 steps in training process: scoring, designing, presentation, and evaluation. By implementing those four processes, some efforts of training which were not planned and organized well might be reduced (Mathis, 2006).

Based on figure 1 above, it could be explained as follows:

1. The first step was Scoring. This step involved 2 activities: analyzing the need of training and identifying the target and criteria of training. The scoring was done before the training was carried out. This meant to find or identify what competence was required by an employee in efforts to support organization's need. After identifying what kinds of training were required by the employees, the next step was deciding the target of each training to hold.
2. After scoring, the next step was designing. This step consisted of deciding the training method and training matter. We had to decide what kind of method and training matter to be used. These had to be adjusted with the analysis of need scoring.
3. The third step was presentation that consisted of scheduling, implementation, and training monitoring.
4. Finally, the process was ended by evaluation. This was meant to measure or to know the training result and compare with the target that had already been decided in advance. Besides, it was meant to know whether the training program could run successfully and match with the target to achieve or not.

5. Theory of market orientation (market – oriented theory)

The development of market – oriented theory was at first in plemented by Kohli and Jaworski (1990), Narver and Slater (1990). This teory said that market orientation performed by developing by the customer's information, competitor and inseminationand distribution in all organization divisions of company, in general could provide one strategy to have a good market performance by knowing the customer's need and some efforts to satisfy their need. Market orientation had been concepted well by Kohli and Jaworski (1990) as an organizational phenomena that was quite potential to increase the sustainable performance of company. Theoretically they said that market orientation was some kind of marketing management philosophy established with three dimensions: (1) market intelligent, (2)dissemination market intelligent, and (3) responsiveness to market. Meanwhile, market orientation consisted of three components of behavior: customer orientation, competitor orientation and coordination among function that referred to two decision criteria: long-term focus and profitability. However, if we observed deeply, customer orientation and competitor orientation were actually covering all activities that refered to how to get some information about the buyer and competitor in target market. In line with this fact, information was developed and performed by making some coordination among function in one organization. Moreover, analysis for market orientation was focused on postulating the relationship between market orientation and sustainable competitivsuperiority through market performance produced. Then the statements of the problem in research were how market orientation could influence market performance and how the two of them could influence the sustainable competitive superiority.

6. Theory of Business Strategy

Strategy cycle said that policy and planning as a separated function for a business. Therefore, the process of strategy cycle was quite critical in terms of formulating the strategy. To implement this strategy Collins and Montgomery (1998:48) suggested to make some identification. However, to achieve vision and competitive superiority had combine the strength and lack of company carefully to the available opportunity and threat from its environment. Moreover, the SWOT analysis was a kind of strategic planning method used to identify some environmental factors of a company with the group of strength, weakness, opportunity and threat (Laksana, 2008)

Strength and weakness were parts of internal environment of company while opportunity and threat belonged to the parts of external environment of company. Figure 2.2 below showed the analysis strategy of SWOT.

<i>Internal</i>	<i>Strength</i>	<i>Weakness</i>
<i>External</i>		
<i>Opportunity</i>	(SO)	(WO)
<i>Threat</i>	(ST)	(WT)

Figure 2. Matrix Analysis of SWOT

Well-formulated strategy could help to make the composition and allocation of human resources or industry in efforts to maintain competitive superiority. A good strategy was composed in accordance with someone's capability in efforts to identify the interval environment of its strength and weaknesses in one organization. Besides, he was also capable of evaluating the external environment of opportunity and threat done by the competitor. Furthermore, business strategy was focused on the strategic decision making related to the competitive position from one product of certain market target in one division. Moreover, business strategy could also be called as a competitive strategy because the target was to create competitive superiority to other competitors.

7. Parasuraman's SERVQUAL Model

Service quality model (Servqual) was a model which could be used to decide and measure the service quality. This model had already been used in many kinds of different researches related to service quality in all parts of the world. Although many critics were accepted, the model developed by Zeithaml, Parasuraman and Berry was still used by many researches until now.

Parasuraman's method of Servqual model was established by comparing the two main factors, they were customer's perception on the real perceived service and

expected service. If the real perceived service were more than the customer's expected service, the service might be said to be qualified. If the real perceived service were less than the customer's expected service, this might not be qualified. Meanwhile, if the real perceived service were the same as the customer's expected service, the service was said to be satisfying. Therefore, Parasuraman's method of Servqual model might be defined as the service quality and the range between the real perceived service on the customer's expected service (Parasuraman et.al; 1990) in Tjiptono, Zeithaml, Parasuraman and Berry. The further development of service dimension, there were five Servqual dimensions. They were as follows:

1. Tangibles (something that we could see physically) that included physical facility, equipments, employees, and means of communication.
2. Reliability (consistency, security), is capable of providing good service to the customers.
3. Responsiveness (perceptive, responsible) is the staff's capability to help the customers do what they need full of responsibility.
4. Assurance, covered some knowledge, the good characteristics and capability of the employees in efforts to to make the customers satisfied with what they do for their customers.
5. Emphathy, is easygoing to make a good relation and communication supported by kindness and attention in efforts to satisfy to the customer's need.

Those five dimensions of qualified service had to be implemented well. Otherwise, they might cause imbalance between organization/company and customers. This was due to the perception difference among them about the real service.

THE AIM / OBJECTIVE AND USEFULNESS OF THE RESEARCH

a. The Objective:

The objective of this research was to make a performance model of the hospital:

- (1) To increase the employee's skills, in accordance with the technological change.
- (2) To provide some information through SWOT to set a strategy of health service for the management of Regional Public Hospital (RSUD).
- (3) To reduce and avoid any complain from the customers, the hospital implemented the 5 (five) dimensions of service quality.

RESEARCH METHODOLOGY

1. Kind of Research

- a. This research was descriptive by conducting some investigation and observation in some hospitals that became Public Service Association (BLU) as it was shown on table 3.1 below:

Table-1. Names of Regional Public Hospital (RSUD)

No.	Names Of Hospital	Tows/Cities in East Java
1.	RSUD Bhakti Dharma Husada	Surabaya
2.	RSUD Tongas	Propolinggo
3.	RSUD Lawang	Lawang

No.	Names Of Hospital	Tows/Cities in East Java
4.	RSUD R.A. Basoeni	Mojokerto
5.	RSUD Ploso	Jombang
6.	RSUD Ngimbang	Lamongan

Table-2. The Second and Third Research that would be done within 2 years.

No.	Topics of Research	The 2 nd year (2014)	The 3 rd year (2015)
1.	The Increase of Human Resources	To carry out the Training of Education	To evaluate the mentoring of training result.
2.	Market Orientation	S.W.O.T.	Implementing and Monitoring S.W.O.T.
3.	Competitive Strategy and the Performance of Regional Public Hospital (RSUD)	To process the data by employing the 5 (five) dimensions of service quality.	Implementing the service dimension by using Quality Function Development (QFD).

All activities could be described as follows:

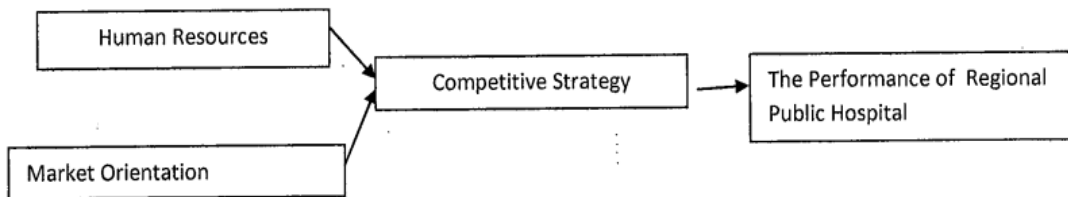


Figure-2. Conceptual of Research

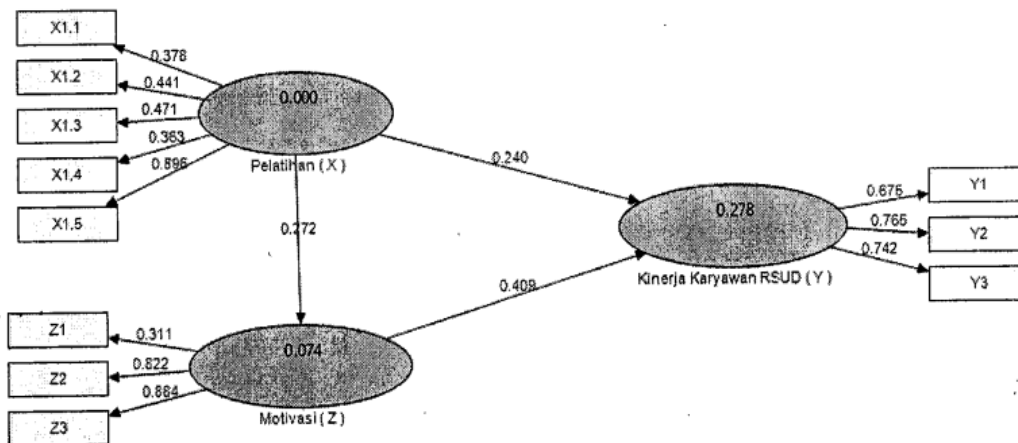
Analysis Technique

The model employed to analyze the research data was Partial Least Square (PLS). PLS was at first developed by Wold as a general method to estimate the parth model by using latent construct with multiple indicator which was analyzed by implementing the PLS program.

THE RESEARCH RESULT

Partial Last Square (PLS)

The test was done by using Smart PLS program and the test result was as it was shown in Figure 1 below:



FULL MODEL OF PLS

Inner Model (The Test of Structural Model)

The test on structural model was conducted by seeing the score of R-Square that became the test of goodness-fit model. The test of inner model could be seen from the score of R-Square on the equivalence among latent variable. The score of R² explained how high the exigent variable (independent /free) at one model that

could explain endogen variable (dependent) could be seen through the following table:

R Square

	R Square
Training (X)	
Motivation (Z)	
Employee's Performance of Regional Public Hospital (Y)	0.278167

The score of $R^2 = 0.27816$. This could be interpreted that a good model was capable of explaining the phenomena of **Employee's performance of RSUD** as much as 27,82%. Meanwhile, the rest : 72,18% which was explained by the other variable (besides **Training and Motivation**) that did not include model and error. This meant that the **Employee's Performance of RSUD** was affected by **Training and Motivation** as much as 27,82%, while the 72,18% was affected by the other variable besides **Training and Motivation**.

Path Coefficients (Mean, STDEV, T-Values)

	Path Coefficient (0)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (10/STERRI)
Training (X) → Employee's Performance of RSUD (Y)	0.239978	0.250189	0.145382	0.145382	1.650672
Motivation (Z) → Employee's Performance of RSUD (Y)	0.408862	0.396641	0.140814	0.140814	2.903563
Training (X) → Motivation (Z)	0.272171	0.292894	0.064264	0.064264	4.235187

1. **Training (X)** influenced the **Employee's Performance of RSUD (Y)** with path coefficient as much as 0,2399 could be accepted if the score of T-Statistic = 1,6506 bigger than the score of $Z \alpha = 0,10$ (10%) = 1,645, this would be said to be Significant (positive).
2. **Motivation (Z)** influenced the **Employee's Performance of RSUD (Y)** with path coefficient as much as 0,4088 could be accepted if the score of T-Statistic = 2,9035 bigger than the score of $Z \alpha = 0,10$ (10%) = 1,645, this would be said to be Significant (positive).
3. **Training (X)** influenced **Motivation** with path coefficient as much as 0,2721 could be accepted if the score of T-Statistic = 4,2351 bigger than the score of $Z \alpha = 0,10$ (10%) = 1,645, this would be said to be Significant (positive).

DISCUSSION, THE RESULT OF RESEARCH

Based on the analysis result that had already been done, the first hypothesis (H1), it was said that: 'There was an influence of work training to the employee's performance of RSUD type 'C' in East Java, and this was approved to be accepted. It was also said that work training was applied very well and this influenced very well to the employee's performance. This could be proved from the training matter given about 'To Be Different and Change by Mindset Reframing on RSUD, Hospital Management and Work Culture, the Optimal Hospital Service and how to maximize the employee's performance of RSUD when they directly face and serve the patients. Besides, they would also be very pleased and grateful to

The Test of Hypothesis

The test of hypothesis was undertaken to answer the research problems. The test of Hypothesis purposed could be seen from the score of t-statistics. The limit to reject or approve the hypothesis purposed was $\pm 1,645$ significant at $p < 0.05$ (1-tailed) and $\pm 1,960$ (2-tailed). Table 5.3.8 below showed the estimation out put for the test of structural model.

accept any suggestion or criticism from the customers or patients. In accordance with the research result done by Sudarmanto (2009), it was said that training given to the employees could increase their performance for their organization. This was due to the fact that training was some kind of media in efforts to encourage, motivate and finally increase their work performance as a performance standard that was established by one organization.

The second hypothesis (H2) said: 'The effect of work motivation on the employee's performance of RSUD in East Java type 'C' was proved to be accepted. Motivation was highly required by the employee's of RSUD after some work training was given. Moreover, they had to work hard in accordance with the work standard that had already been established by RSUD. Besides, they had to own high spirit to accomplish their works. The result of this research supported Robbin's statement (1997) that said: 'Motivation was in fact functioning to encourage and provide high efforts to achieve the target of organization in order to satisfy the individual's need. Some one's motivation started from the need, want and strong passion to do something in order to achieve the need or target. This meant that to achieve the target, some high passion, efforts, intensity and willingness to sacrifice was highly required to reach the target. Therefore, the higher and stronger spirit, passion and motivation the higher the work performance they would be.

The third hypothesis (H3) said: 'There was an effect between variable of work training and work motivation to the employee's performance of RSUD type 'C' in East Java. This was proved to be acceptable.

Therefore, it was reported that at present the RSUD employees could always accomplish their jobs or works on time and achieve the target. Rivai (2009:219) said that the need of work training had some effects to the employee's performance. One of them was the increase and high-motivated development of the employees in accomplishing their works or jobs. Furthermore, Rivai (2009: 837) also said that that was due to the fact that motivation was a series of attitudes and scoring system might influence the individual in efforts to achieve some specific needs in accordance with the individual target. Then, work training could become as a medium to increase motivation.

THE NEXT PLAN OF RESEARCH

As an operator of health service system, human resource is functioning as the success key in conducting the activity. As one institution of health service, hospital is demanded to provide good service of health, reachable and qualified. To achieve this, a hospital has to be supported with some aspects related to optimum service, such as providing the qualified human resources. It seems that human resources still require better treatment and management. This might be seen from the fact that based on our observation, it was found that the public satisfaction of health service had not been optimum yet.

This research is aimed at knowing and formulating the kinds and training model held by RSUD type 'C' in East Java. It is expected that having joined the work training, the level of employee's behavior change can be detected. This will be reflected on the employee's performance in accordance with their own jobs. Therefore, the competitive strategy implemented by each hospital is expected to be capable of providing a good service based on market orientation in accordance with the regional's need.

The researcher will employ QFD method because it can be used to identify the customer's want and need clearly and provide some solution about some problems faced by the organization. Besides, it can also be used to design some proposal or suggestion to the hospital for a better service in accordance with the consumer's need and want. The QFD method is also be matched with Servqual as a structured-approach method to define the patient's needs related to the quality of the service.

Furthermore, this research is aimed at making the performance model of the hospital.

- (1) To measure the change of employee's performance by evaluating and monitoring after the work training is held. This can be seen from the decrease of complaint from the consumers.
- (2) To provide some information about the composition or formation of health service strategy to the hospital management of RSUD type 'C' in East Java in accordance with market orientation by using SWOT analysis.
- (3) To get to know the service quality with its priority in efforts to increase the employee's performance of RSUD type 'C' in East Java in accordance with the patient's want and need based on the integration method of Servqual and Quality Function Development (QFD).

The result of this research is expected to be capable of providing some description in efforts to increase:

- (1) The employee's performance to provide the optimum service to the patients
- (2) Superiority strategy of each RSUD type 'C' in East Java to create the competitive superiority by market orientation.
- (3) The customer's satisfaction and to fulfill some requirements in efforts to achieve the criteria to be considered as a Public Service Association (BLU) through the performance of good and proper service.

CONCLUSION AND SUGGESTION

Conclusion

1. Having joined the work training, some changes of attitudes and behavior could be performed by many employees in their work place. There was some increase of competence, such as their knowledge, skills, attitude and behavior. In general, this fact had made them better than before. Besides, there was an increase of their awareness in efforts to accomplish their work much better and an increase of their performance.
2. Based on the result and discussion, it could be concluded that training and work motivations significantly influenced the employee's performance of RSUD type 'C' in East Java and could increase their performance. This was influenced by some factors, such as : the employees would be pleased to accept some suggestions or criticisms. Moreover, they would apply the training matters obtained in their work place. The result of this high motivation was highly influenced by some factors, such as: rewarding. Furthermore, work training and motivation had some effects on some factors, such as the time management in completing their jobs, or the increase achievement of work target.

Suggestion

It is expected that the employees of RSUD type 'C' in East Java had to be ready to have some competition in terms of health service to face the Asean Economic Community 2015. This was due to the fact that the medical staff had been professional, skillful, and they had got their good competences. Besides, they had also some good personality and ethics in providing administration service as well as to the patients.

In line with the Asean Economic Community, it is expected that hospital was not only functioning as a place to find the health service but also as a recreation place.

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