Leader Communication In Promoting Public Health Services Innovation

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**Abstract.** Communication carried out by a leader in an organization or agency certainly has an impact both small and large, and each leader certainly has their own way of doing such communication, innovation is also an important thing to do in order to bring organizational or agency changes towards better, the purpose of this study is to look at how the leadership communication at RSUD Dr. Iskak Tulungagung in encouraging innovation in public health services, research methods used using case studies and by collecting data, observations and in-depth interviews, this research is also discussed using organizational theory, bureaucratic theory and diffusion theory of innovation, the results of the research conducted are the leaders conducting communication to subordinates and their peers to make innovations and then provide direction to be able to continue to be committed in maintaining the quality of service, the leadership also utilizes existing human resources to support the realization of a system based on information technology.

**Keywords:** Leadership Communication, Organization, Innovation

**1 Introduction**

Health service is an area that must pay attention to service quality, it should be done for the satisfaction felt by the customer, this is very influential because it is related to one's life. In this day and age, hospitals should focus on the need to provide the best service to be able to compete with other competitors. Quality of service can be interpreted as what is received by the community is not in accordance with what is offered [13]. In the realm of health care, hospitals generally provide services to their customers, but not every service has the same quality [19]. One problem for all organizations is the challenge of successfully innovating in health care. Digitalisation has revolutionized society in a way we cannot image in the 20th century and has the potential to do so to disrupt health and address quality issues, increased costs, long-standing value of appreciation [5]. The leadership of every hospital in the world is faced with difficulties over the existence of a policy of cost reduction in service efficiency and equality [11]. Policy makers look for new digitalisation platforms as they promise to reduce costs while improving service quality through adoption of new technologies [6]. Traditional health organizations have realized that they need to do it to change the way they work, for example, over the past two years most large pharmaceutical companies have started using digital chief officers [1].

Hospital is an organization carried out by professional medical staff who are organized both from permanent medical infrastructure, medical services, continuous nursing care, diagnosis and treatment of illnesses suffered by patients [2]. In general, patients cannot assess technical competence, so they assess the quality of service from nontechnical characteristics or interpersonal relationships and service convenience [4]. Consumer satisfaction is the level of one's feelings after comparing the performance / results felt with expectations [9]. Patient satisfaction is a reflection of the quality of health services they receive [3].

The community service industry is also inseparable from the competition between the perpetrators, namely hospitals. The various hospitals try to gain public trust by proposing efficient and quality services. Regional public hospitals are one part of the existing service industry, unfortunately the image of regional hospitals in the eyes of the public is not good compared to the health services of private hospitals.

Regional General Hospital dr. Iskak Tulungagung is one of the government-owned hospitals that received awards as the best hospital in the world in the field of public service delivery. Gold Award as the best hospital in the 'IHF / Bionexo Excellence Award for Corporate Social Responsibility' category. The award was announced at the 43rd International Hospital Federation Congress and Award forum in Oman, United Arab Emirates. Dr. Iskak Regional Hospital's innovation in the management of public service delivery is one of the main points that was considered by the assessment team. The combination of 'new concept management hospital' with the Public Service Center (PSC) program received good appreciation. This combination also makes the RSUD Dr. Iskak Tulungagung become one of the community's selected hospitals with a satisfaction index of 83.05 in 2018 [20].

The success that can be achieved by the hospital dr. Iskak is inseparable from the role of a good leader in seeing opportunities and having initiatives to innovate, these opportunities arise when difficult conditions are experienced by hospitals, so that spurred to do something that can produce changes, changes that affect health services. In running an organization, a leader is certainly inseparable from the role of the people below him, therefore the researcher wants to see how the leader communication at the hospital communicates to his subordinates in realizing opportunities and innovations to get out of existing problems.

**2 Research Method**

This article was written by researchers using a qualitative approach and data collection in the form of literature reviews and observations on reporting in the national media. National media that are referred to are selected based on credibility, using a triangulation or multimethod approach. Triangulation is used by comparing information from one national media to another national media which has a reputation as a good mass media. So that the data collected is analyzed with various perspectives in order to produce data that has truth.

One of the secondary sources observed was referring to the Indonesian CNN event which was published on November 13, 2019 and coincided with National Health Day with the guest speaker Dr. Supriyanto Dharmoredjo as Director of RSUD Dr. Iskak Tulungagung.

**3 Results And Discussion**

**Communication in Organizations**

Communication in Organizations S. Bernard Rosenblatt [16] defines communication as an exchange of ideas, opinions, information, communication and so on which has a purpose and is offered personally or non-personally through symbols or cues that aim to achieve organizational accuracy. Communication is something that is very basic in every relationship of people, as well as in an organization of communication there must be a goal to be achieved. The main goal in communication is understanding because communication depends on our ability to understand one another in the delivery of meaning. This is in accordance with the opinion of Maman Ukas [14] stated the purpose of communication as follows:

a. Establish and spread the intent of a business.

b. Develop plans to achieve goals.

c. Organizing human resources and other resources such as effective and efficient.

d. Select, develop, value members of the organization.

e. Lead, direct, motivate and create a work climate where everyone wants to contribute.

In accordance with the purpose of communication, then in an organization communication has several functions. The communication function is an information function, a command command function, an influence and distribution function, and an integration function. [14] In principle, one of the most tangible characteristics of organizational communication is the concept of relationships. [8] defines organization as "a network of interdependent relationships". When something is interdependent, this means that these things influence and influence one another. The pattern and nature of relationships within an organization can be determined by the position and role assigned to the position. This gives structure and stability to the organization.

**Organizational Theory**

The organizing theory initiated by Karl Weick views communication as the basis for understanding how people organize. In this theory, organizations are built based on communication. Organization is not an arrangement formed by position and role, but communication. Interactions and interrelated behaviors of each person form the organization. According to Weick, organizing is done to reduce information uncertainty. He considered all information from the environment to be vague and organized activities designed to reduce uncertainty. Not all interactions can reduce uncertainty, but still contribute even a little. the level of awareness experienced by everyone is always different in every situation that affects the sustainability of the organization.

The process of removing uncertainty is done in four ways, namely the making, selection, storage, and determination. Enactment is the definition of the existence of vague information. In this case, someone tends to recognize the existence of ambiguity. He could have noticed something and brushed aside the others.

Elections occur when members of an organization choose to accept only relevant information. This process is very useful in reducing uncertainty. The next process is storage which is carried out by storing some information for the future. After retention occurs, members of the organization are faced with choices. They must decide on the one they want to focus on in the previous process.

Individual groups in organizations continue to carry out specific tasks with different processes according to environmental aspects. In order to reduce uncertainty in individual communication, a series of means, aka behavioral cycles, can start clarifying. Behavioral cycles are all organizing processes as described above. In essence, organizations are formed through a communication process to reduce uncertainty.

**Leadership Communication Style**

Leadership communication is communication made by a leader in the activities of planning, organizing and overseeing the resources in his leadership to achieve the goals set. As said [17] that "Managerial communication is used by managers in planning, organizing, and controlling of human resources as is to reach given goal". One of the determining factors for organizational success is the leadership style of communication, which must create effective communication between leaders and subordinates. [17]: "Manager requires an interated system in this leadership process consisting of how it is in process, strategy of communication plan, and determining leader communication mode". From this information it can be seen that in reviewing leadership communication, attention must be paid to the dimensions of leadership communication which includes the communication process, communication planning strategy, and also how the communication style is. Each leader has different communication styles in carrying out his organization. Based on the style, manners and patterns of information flow within the company, communication within the organization can be classified into formal communication and informal communication [10].

1. Formal communication

Formal communication occurs when messages or information are sent, transferred, and received through a hierarchical pattern of organizational authority that has been established in the organizational structure. This is in line with what was stated by [18] that "formal organizational communication is a communication process that follows the path of formal relations that is depicted in the organizational structure or structure. The process of formal structure communication can be essentially divided into three dimensions, namely the vertical dimension, the horizontal dimension and the outside dimension of the organization. In addition [12] explains that "formal communication is communication according to the organizational structure, that is downward communication (Downward Communication), upward communication (Upward Communication) and horizontal communication (Horizontal Communication)."

a. Downward Communication

Downward communication flows from people at the higher levels of the hierarchy to the lower levels. In other words, the communication that goes from leaders to subordinates, from top management to middle management, to lower management continues to flow to the workers, through the hierarchy channel and flows through the command rental channel. "The most common form of instructions, official memos, statements about company policies, procedures, work guidelines and company announcements" [7].

b. Upward Communication

Upward communication flows from the lower level (subordinate) to the higher level (superior), flowing through the chain of the komado chain. Effective organization requires upward communication as much as the need for downward communication. Upward communication is difficult to achieve, especially in large organizations.

c. Horizontal Communication

Horizontal communication is communication between leaders or officials who are at the same level in an organization. Horizontal communication consists of delivering information among colleagues in the same work unit. Work units include individuals who are placed at the same level of authority in the organization and have the same boss. Horizontal communication is essential for the coordination and integration of a variety of organizational functions.

2. Informal Communication

"Informal communication occurs between employees in an organization who can interact freely with each other regardless of their authority and function positions" [10]. So, this communication is not planned and not determined in the organizational structure. The direction of information flow of informal communication is personal, usually done through face-to-face and telephone conversations. Informal communication is better known as rumor / grapevine (grapevine), or hearsay because in this communication personal information arises from interactions between people and flows throughout the organization without being able to be predicted. Information obtained from rumors is related to what was heard or what people said and not what was announced by the authorities.

**Bureaucracy Theory**

Bureaucratic theory was conceived by Max Weber, who focused on paying attention to the way humans act rationally to achieve goals. He explained the relationship between individual motivation and social outcomes. This idea includes the classic view of organizational structure which is hierarchical and controlled by rules.

According to Weber, organization is a system of purposeful interpersonal activities designed to coordinate individual tasks. Bureaucracy is a striking difference between organizations and groups. For Weber, bureaucracy was developed based on rationality because it uses rational thinking in developing organizations.

There are three factors that must be possessed by an organization to realize a rational bureaucracy, namely the authority or authority that must be legitimized. This means that the authority holder has been given a formal permit by the organization. Because organizational effectiveness depends on how much management receives legitimate power from the organization. For Weber, the best way to manage authority is by hierarchy.

The second principle in organizing is specialization which means dividing individuals based on the amount of work. Specialization is important for rational bureaucracy. The third aspect of bureaucracy is the need for regulation. Coordination in organizations can occur because of a set of rules that bind members.

Bureaucracy in Weber's view is described as a machine. The model has a top-down view of the organizational structure and is mechanical. This theory emphasizes the individualistic nature of structure.

**Health Service Innovation**

Innovation is an idea, practice or object that is considered new by an individual adopting another unit. Innovation is an activity that includes all processes that create or offer services or goods that are new, better or cheaper than previously available An innovation can be a new product or service, a new production process technology, a new administrative and structural system or new plans for members of the organization.

**Theory of Diffusion of Innovations**

The diffusion theory of innovation was originally initiated by Bernard Berelson, Paul Lazarfeld and H Gauder in 1994. In its development, diffusion of innovation was popularized by Everett Rogers in 1964 through his book titled Diffusion of Innovation. [15], Diffusion of innovation is a theory of how new ideas and technologies are spread in a social system. Further [15] explained that the process of innovation diffusion is an act of communicating a message or a new idea (innovation) to solve existing problems. In the process of diffusion of innovations there are a series of actions and choices over a period of time through individuals and organizations to evaluate new ideas (innovations) and ultimately decide whether to accept or reject the innovation. Each individual or unit of adoption will experience uncertainty about innovation during the decision making process so that the existing innovation is not immediately acceptable.

There are several factors that affect the acceptance of an innovation. [15] explained that an acceptable innovation has the following characteristics:

1. Relative Advantage

The nature of innovation really determines whether the innovation is accepted or rejected. If the innovation provides benefits, the innovation will be accepted otherwise if the innovation is not profitable then the innovation will be rejected. In this case, profitable innovation is related to economic improvement, health status, prestige, satisfaction, comfort and so on.

2. Compatibility

Innovation must also be in line with the situations and conditions of individuals and communities that are targeted so that innovation can be accepted, especially related to the habits, customs, norms, socio-culture, and the needs of the target audience for innovation.

3. Complexity

The complexity of an innovation also affects the acceptance of the innovation. If an innovation is difficult to understand and apply, then the target audience is reluctant to accept the innovation, conversely if the innovation is easy to understand and apply, the innovation tends to be accepted.

4. Trialability

Triability is related to whether innovation can be tested first or not. If innovation can be trialled, it will be accepted by the target audience more quickly. This is because of the possibility of risks that hit the target. The target will feel comfortable to implement an innovation if they know the possible risks that will be received. Thus, trials can convince the target to implement innovation.

5. Observability

Before the innovation is implemented, the target will be to observe whether the innovation gives clear results and benefits or not. If innovation produces clear results or benefits, people are more likely to accept the introduced innovation. Conversely, if the innovation results are not clear, then people will reject the innovation.

Innovation creation occurs because of the role of the director who can see opportunities and empower existing human resources. At first the emergence of the innovation began when the leadership felt that the hospital had to survive, after being able to survive then the next stage had to develop, to develop in this situation the hospital had to innovate, and needed to be entrepreneurial and that was what the hospital did, then after being able to develop the next to maintain sustanaibility, for sustanaibility a leader needs to instill into the staff and personal leadership especially those who have strong commitment and strong vision and no less important is applying law enforcemnt and then the result is the discovery of a new concept of hospital management which finally called the new concept hospital management, so it is characterized by low cost, high quality, and must be social responsibility. And this is actually his spirit, with this system integrated with a system that has been made before, namely a public safety center based on high-level information technology, so that the public safety center is a medium for hospitals to break through the law hospital. The PSC is actually a system, a system to monitor and deliver assistance to the community. Other innovations besides psc there are also sipoetri, an online registration system without queuing so as to cut the queue, medical people do not need to come to the hospital to queue, just queue at home, it seems simple but complicated actually because once one is not right then the latter will retreat all , the doctor must be on time, the parking attendant on time, all the professionals involved must farm in place if we want to carry out online registration without queuing.

This psc system that was built in the hospital of tulungagung iskak doctor started from the conventional one from radio communication, sms, regular telephone or home telephone, cellphone, wa until the last one was an emergency buttom. This emergency buttom system presses 1 second, then within 15 seconds there is a response, and the response time is if life threatens 0 to 5 minutes, otherwise the hospital may complain.

In realizing a hospital that has a system such as RSUD Dr. Iskak Tulungagung, the first point needed is commitment, and then of course trained staff for hospital workers, so serving the sick if the death rate and the level of pain that person has to move In the future, serving the hospital, the concept should not stop at the hospital, the hospital must be discharged, the hospital must be able to monitor the conditions outside, that is what is finally called the psc breaking through the hospital, so that the service is fast, precise, accurate.

If you see from the theory of organization that organizations are built based on communication, then the emergence of innovations carried out by Dr. Iskak Tulungagung Regional Hospital started from communication, which initially arose the idea to do this because of an external forum outside the hospital which included the director of the hospital and other young people and that's where the idea emerged to make the city of tulungagung as a city that was Baldatun Toyyibatun WaRobbun Gafur, besides that, this mission was to carry out the principle of Nawacita the first point initiated by the President.

In shaping the innovations implemented by the hospital, the hospital also empowers local human resources who have the ability in the field of information technology, that's where collaboration is carried out, in which the hospital leader conveys his wishes in the system, then the information technology team will translate it in the form of applications and systems.

Judging from the bureaucratic theory, what is done by Dr. Iskak Tulungagung Hospital is a very rational and able to be achieved in order to get a new system that can certainly help any party, so that the service process at the hospital can also be done well and optimally.

RS Iskak Hospital launched a variety of service systems based on information technology to regulate between customers and hospitals, where customers get the same ease with the hospital, everything is regulated by the system, from registration to emergency matters.

The development of information technology innovation is carried out with professionals who collaborate with each other in building a system, and is controlled by a director at the hospital, so what is the goal at the beginning can be achieved to the maximum.

The initial idea arises the desire to innovate when a new director occupies his position and sees the state of the hospital that is not good. Therefore, there is an initiative to emerge and communicate to external organizations in which there are people who have the ability in the field of information technology, the idea is then conveyed and then realized by the team.

Over time, the development of applications and systems also began to be developed to meet other needs to help and facilitate hospital work. The decision to develop the innovation was also accepted by all parties, both internal and external to the hospital.

**4 Conclusions**

Based on the results and discussion, it was found that in encouraging the creation of innovations in information technology-based public services, the director of RSUD Dr. Iskak Tulungagung as the leader of the hospital carried out downward communication and horizontal communication.

Downward communication is carried out by the leadership in providing direction to the commitments to be carried out so that what will be done can be done well and optimally, while horizontal communication is carried out to peers who have the ability in information technology, in the horizontal communication the idea of making a technology-based system emerges. information.

Innovations occur on the basis of initiatives that are responded well and can be accepted by all parties and all parties can carry out what has been made for convenience both for the community and for the internal hospital itself.

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