

# Strategies to improve hospital implementation of management functions that influence service behavior

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## Article History

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## Abstract

**Purpose:** This study analyzes how Leadership Style, Communication, and Control Systems influence Service Behavior and Hospital Performance in Majalaya Hospital's Covid-19 response.

**Research Methodology:** This study used SEM with AMOS 26, collecting data from 105 respondents via questionnaires and interviews to test four hypotheses on leadership, communication, control systems, service behavior, and hospital performance.

**Results:** The study shows that Leadership, communication, and control systems positively impact service behavior, which in turn enhances hospital performance and business outcomes.

**Conclusions:** This study emphasizes the role of leadership, communication, and control systems in shaping service behavior and improving hospital performance, service delivery, and efficiency.

**Limitations:** This study is limited to Majalaya Hospital's Covid-19 response, restricting generalizability. Self-reported data may also have introduced a bias.

**Contribution:** This study reinforces the role of leadership, communication, and control systems in service behavior. It advises hospitals to enhance their feedback, communication, and leadership for better performance.

**Keywords:** Leadership, Communication, control systems, service behavior, organizational performance

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## 1. Introduction

After the Covid - 19 Pandemic. The government is trying to restore and re-establish society's condition by creating a quality health service system. A Corona Virus caused the Covid-19 case in Indonesia in 2020 called SARS-CoV-2. This virus is spreading worldwide, with confirmed 188 countries and more than 1 million deaths ([R. H. M. Napitupulu, Aulawi, Sukirno, Takrim, & Saptia, 2021](#)). The Indonesian government has made efforts to restore and improve the quality of services to the community. In particular, the procurement of health facilities and the arrangement of hospital management have shown the expected conditions.

Statistically, only 7.1% of people seek treatment using hospital facilities. This number is below the community health centers and sub-health centers, with an achievement rate of 33.4% and practicing doctors reaching 27.5%. While the Bed Occupancy Rate (BOR) shows that the average percentage of beds used daily is still below the standard value, the BOR level for public hospitals in Indonesia is still 50%. The ideal standard should be around 70-80%.

Table 1 Majalaya Hospital BOR data for 2020

Month	BORR (%)
January	64,21
February	62.02
March	65.09
April	63,41
May	61,12
June	60,22
July	61.02
August	59,26
September	56,31
October	55,16
November	46.97
December	57,47

Table 1 illustrates that the BOR in Majalaya Hospital has yet to reach its target. The highest BOR value was achieved in January 2020 at 65.21%, and the lowest BOR value was achieved in November 2020 at 45.97%. BOR has not been achieved according to this target due to: a) the level of public trust; b) the number of sick people has decreased; c) service quality is not optimal; d) competitors of surrounding private hospitals; and e) the occupancy rate (BOR) for each room is different. Patients generally prefer to be treated in hospitals that provide excellent professional services. Therefore, if the BOR rate is low, the relevant hospital administration should work to increase it. the quality of its services, especially for those currently hospitalized ([Prayetno, Permadi, Sarikusumaningtyas, & Sundari, 2021](#)).

To improve its performance in serving the community as a referral site, it must be able to provide patient satisfaction, for health centers or practicing doctors in the vicinity.(Permadi & Sarikusumaningtyas, 2020). It is estimated that there are three factors that can influence service behavior: leadership style, communication, and control systems. Leadership style according [R. Napitupulu \(2019\)](#) will color the way of thinking of its employees and influence the work behavior of employees and the organization.

The role of communication in an organization is also important because it can be used to convey information to all individuals and organizations. Through effective and smooth communication, a leader can correct the shortcomings of their employees ([Prasetyaningtyas & Prasetya, 2022](#)). The last factor that has an influence on service behavior is the control system, as a tool to support employee performance and can anticipate potential problems early on ([Lohana & Khuwaja, 2018](#); [Sutama, Dewi, & Rahayu, 2024](#)). The average BOR of Majalaya Hospital is approximately 59.53%. This will certainly not be profitable and will affect the performance of the hospital in the future. This condition needs to be a concern for Majalaya Hospital to find a good way to increase its BOR value.

A hospital's performance can be enhanced, in part, by enhancing the quality of service conduct towards patients ([Prayetno et al., 2021](#)). The problem that must be answered in this research is how to improve the quality of service behavior in Majalaya Hospital for patients. According to [Ng and Kee \(2018\)](#), the style of the leader plays an important role because its existence can determine the progress of the organization and will color its daily operational activities.

Leadership includes several aspects such as showing the way, directing and guiding the mission clearly, communicating it, and persuading people to realize the mission and be in the front ([Beardwell & Claydon, 2007](#); [Dwiyanti, Luh Putu Agustini Karta, Cintya, & Bendesa, 2023](#)). While argues that successful leaders can develop a vision that is different from the status quo (state in general), that vision can still be accepted by subordinates. Previous research by [Mishra, Ghosh, and Sharma \(2021\)](#) states that the charisma of leaders that appears in every behavior can motivate subordinates. The impact that may arise from such behavior is the efforts of subordinates to perform well. On research [Cheng, Hu, Guo, Wang, and Lin \(2022\)](#) indicates a relationship between the behavior of leaders with the behavior of subordinates. Leadership behavior attributes influence subordinates and will influence their

behavior.

## 2. Literature review

Therefore, the hypothesis put forward in this study is:

Hypothesis 1 : Leadership style has a positive influence on service behavior

Through communication, someone in the organization can exchange views or opinions with other individuals. Communication strengthens individuals and creates a family friendly work atmosphere. The definition of communication is the process of transferring information and influence from one party to another ([Rawis, Nasution, Hadiansyah, Adiani, & Aprianingsih, 2022](#)). Communication referred to in the context of service delivery occurs within and between parts of the organization. The basic purpose of this communication is to coordinate people and parts within the organization so that the goals of the organization can be achieved. Basically, good internal organizational communication will lead to improvements in employee morale and high productivity, and employees will understand the mission and vision of the company they work for ([Aji & Setiawan, 2022](#); [Ferdian, 2024](#)).

Communication is the key to success in the implementation of quality development efforts. Effective communication in the form of speech, writing, symbolization, or behavior to achieve goals in a way that is well received will have a positive impact on employee commitment to the vision and mission of the organization. Implicitly, the relationship between communication and service behavior because commitment to the vision of the organization also means having behavior that is appropriate or in line with the vision of the organization. Thus, it can be said that communication can encourage managers and employees to develop shared values and trust between them.

In today's digital era, communication in organizations not only relies on direct interaction but also leverages technology to accelerate the flow of information and strengthen team collaboration. Transparent and responsive communication can increase employees' sense of belonging to the organization and strengthen working relationships across divisions. Recent research has confirmed that effective internal communication plays a significant role in increasing employee engagement, strengthening organizational culture, and supporting sustainable organizational performance ([Fauna et al., 2024](#)). When communication occurs in an open and respectful manner, employees tend to feel more motivated and loyal to the company.

Therefore, the following hypothesis is proposed in this study:

Hypothesis 2: communication has a positive influence on service behavior

The control system in question is a behavioral control system that entails management operations, such as supervising, guiding, and evaluating workers according to how they behave ([Baldauf, Cravens, & Piercy, 2001](#); [Thalib, Kuntuamas, Umar, & Sulastrri, 2023](#)). Previous studies have shown that behavior control systems have a significant positive impact on employee behavior. This shows that under the behavior control system, employees have behavioral performance as expected by the organization, where among the forms of this behavior is building good relationships with consumers and understanding consumer needs and desires [Brethower, Dickinson, Johnson, and Johnson \(2022\)](#) also states that it affects worker behavior by the type or form of control system implemented by the organization. Their research results indicated that the impact of a behavior-based control system is that employees will have a higher commitment to the organization. With this kind of control system, employees are encouraged to work or behave as expected by consumers or customers in providing services to them ([Al-Dmour, Asfour, Al-Dmour, & Al-Dmour, 2022](#); [Zeithaml, Berry, & Parasuraman, 1988](#)).

Thus it can be said that the control system will be able to influence the quality of employee service behavior.

In the midst of modern organizational dynamics, behavioral control systems are becoming an important instrument to ensure that employees remain aligned with the company's values and goals. Controls that

consistently guide and monitor behavior can create a more disciplined yet supportive work environment. Recent studies show that behavioral control performed with a participatory approach can increase employee engagement and job satisfaction, as well as strengthen their loyalty to the organization ([Kamkankaew et al., 2024](#); [Vitak & Zimmer, 2023](#); [Wang, Zhang, Thomas, Yu, & Spitzmueller, 2017](#)). This proves that a humanized control system can drive positive performance and quality service behavior.

Therefore, the hypothesis put forward in this study is:

Hypothesis 3: control system has a positive influence on service behavior

Good service to patients/customers is a key differentiator from other organizations, encouraging organizational productivity and efficiency, which will provide positive rewards for the organization. The connection between service behavior factors and organizational success is intuitive. After all, delivering good service to clients boosts customer happiness. Clients who are satisfied will be able to minimize (save) costs to attract new customers. This is because past client pleasure serves as a form of promotion for new prospective consumers. Furthermore, delivering exceptional services to consumers will allow the company to retain or even boost transactions with existing customers.

[Baldauf et al. \(2001\)](#) also stated that the efforts of the company's employees in establishing relationships with customers will be able to increase the achievement of results obtained by employees and will contribute to organizational effectiveness (increasing market share and sales volume compared to sales unit targets). Meanwhile from the research results ([Yang, Huang, Tsai, & Weng, 2020](#)) who examines Employee service behavior is strongly tied to, or has a favorable impact on, improving corporate profitability, as seen by the correlation between market orientation, service quality, and company performance.

Support for a favorable link between service quality and organizational performance can also be found in research conducted under slightly different circumstances. In summary, the study's findings suggest that the service quality provided by employees positively affects business outcomes.

In today's business competition, employee service behavior is one of the main factors that determine customer loyalty. When employees show empathy, a quick response, and a proactive attitude, customers feel valued and are more likely to return to using the company's services. Recent studies reveal that consistent and customer-oriented service quality has a direct impact on improving an organization's reputation and financial performance ([Harriet, Arthur, Komunda, & Mugizi, 2024](#)). Satisfied customers are not only loyal but also become promoters who recommend services to others, creating a very valuable word-of-mouth marketing effect ([Bayighomog & Arasli, 2019](#)).

This leads us to the following working hypothesis:

Hypothesis 4: Service behavior has a positive influence on organizational performance.

Previous studies referred to as the basis for this research are as follows:

Table 2. Previous Research Resumes

No	Researcher	Research Topics	Method	Conclusion the Diacu
1.	Promoting Employee Service Behavior: The Role of Perception of Human Resource Management Practices and	Examining the need for service behavior in organizations to support the organization's performance	Regression	Service behavior as an important factor that supports performance, one of which is determined by the leadership that runs

	Service Culture, Canadian Journal of Administrative Science			within the organization.
2.	Linking Leadership Behavior to Service Performance; Do Managers make a Difference?, Managing Service Quality ( <a href="#">Church, 1995</a> )	Examining the influence of leadership on service behavior in order to improve company performance	SEM	Leadership is a factor that influences service behavior which in turn has an impact on improving company performance
3.	Implementing Quality Service in A Public Hospital Setting, A Path_Analytic Study of the Organizational Antecedent of employee Perceptions and Outcomes, Public Productivity & Management Review	Analyze the impact of service quality on the organization	LISREL	Communication is important for the success of service quality in organizations.
4.	An Empirical Test of The Consequences of Behavior and Outcomes-Based Sales Control Systems, Journal of Marketing	Analyze the antecedents and consequences of control systems in organizations.	Correlation	The control system implemented in the organization is able to influence the behavior of the company's employees
5	Health Management Performance: A Review of Measures and Indicators, Accounting Auditing & Accountability Journal	Review indicators from hospital performance testing	Study of literature	Performance measurement includes employee performance, efficiency and effectiveness of results, organizational effectiveness.

The framework in Figure 1 shows that there are three independent variables that directly influence service behavior. The three independent variables were leadership style, communication, and control system. Furthermore, the dependent variable of service behavior directly influences organizational performance.

Leadership style, communication, control systems, service behavior, and organizational success are all considered within the context of this study's model, which serves as a research framework describing the effects of the variables.

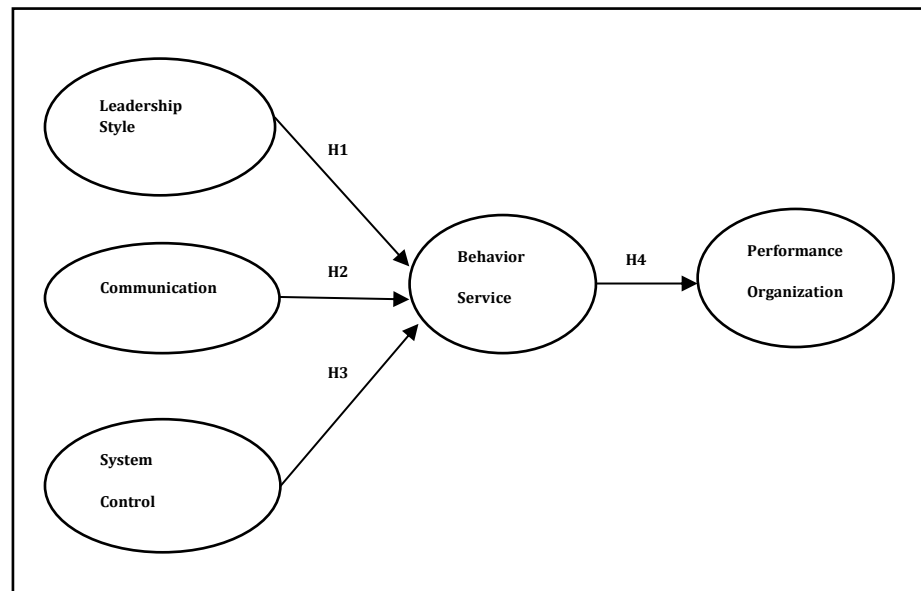


Figure 1 Hypotesis

Based on the above theoretical framework, the following hypothesis is proposed in this study:

Hypothesis 1: Leadership style has a positive influence on service behavior

Hypothesis 2: Communication has a positive influence on service behavior

Hypothesis 3: The behavior control system has a positive influence on service behavior

Hypothesis 4: Service behavior has a positive influence on organizational performance.

Research conducted by [Utarestantix, Purwanto, and Lukito-Budi \(2022\)](#) showed that the indicators for the leadership style variable are the ability to inspire, the ability to make subordinates do something, and the ability to plan. An overview of the indicators used to test the leadership style variable is presented in Figure 2.

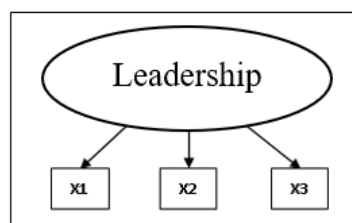


Figure 2. Leadership Variables

Information:

X1 = ability to inspire,

X2 = ability to make subordinates do something,

X3 = ability in planning

### Communication Variables

With reference to ([Johlke & Duhan, 2001](#)), the indicators for communication variables used in this study were frequency of contact with managers/superiors, frequency of discussions about work with managers/superiors, and frequency of unplanned discussion requests with managers/superiors. An overview of the indicators used to test the communication variable is presented in Figure 3.

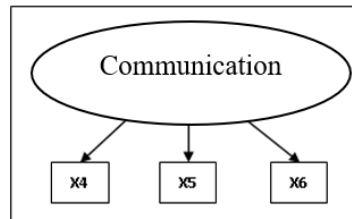


Figure 3. Communication Variables

### Information:

X4 = frequency associated with managers / superiors

X5 = frequency of discussions about work with managers / superiors

X6 = frequency of requests for unplanned discussions with managers or superiors

The control system in question includes activities such as monitoring, directing, evaluating, and rewarding performance based on employee behavior ([Brooks, 2009](#)).

Referring to [Park, Jaworski, and Macinnis \(1986\)](#), this study uses behavioral control indications such as activity tracking, evaluation, and reinforcement. An overview of the indicators used to test the control system variables is presented in Figure 4.

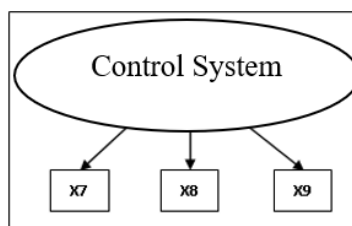


Figure 4. Control System Variables

### Information :

X7 = activity monitoring

X8 = activity evaluation

X9 = activity feedback

This approach has been used in research ([Zerbe, Dobni, & Harel, 1998](#)). In their research, they use indicators in the form of feelings or emotions of employees in describing service behavior.

This is based on the assumption that the emotions and feelings of employees in serving customers have a close relationship with consumer ratings. This means that when employees have positive emotions in providing services to consumers, consumers will evaluate positively. Thus, based on previous research ([Zerbe et al., 1998](#)). The indicators used in this study are as follows:

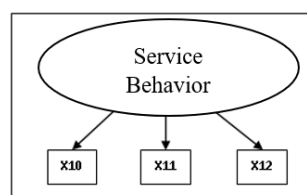


Figure 5. Service Behavior Variables



Information:

X10 = pleasure in providing services

X11 = enthusiasm in providing services

X12 = happy in carrying out the tasks given by the hospital

Organizational performance, according to [Baldauf et al. \(2001\)](#), is an ideal condition that is the target or goal of an organization's business. The indicators used in this study were increased BOR, increased patient satisfaction, and increased quality of administration.



Figure 6. Organizational Performance Variables

Information:

X13 = Increased BOR

X14 = Increased patient satisfaction related to treatment

X15 = Increased patient satisfaction related to quality of administration.

Variable Operational Definitions

The operational definitions of the variables used in this study are listed in Table 3.

Table 3. Variable Operational Definitions

Variable	Operational definition	Measurement Scale
Leadership Style	Leadership Style is the perception of the employees of Majalaya Hospital regarding the form of leadership that exists in Majalaya Hospital	10-point scale on 3 items to measure leadership
Communication	Communication is the perception of employees of Majalaya Hospital regarding the frequency level of communication between employees and management in Majalaya Hospital	10-point scale on 3 items to measure communication
Control System	The control system is the employee's perception of Majalaya Hospital regarding the control system implemented by Majalaya Hospital for its employees in order to improve the quality of its services.	10-point scale on 3 items to measure control system
Service Behavior	Service behavior is a form of service behavior provided by the Majalaya Hospital to its patients	10-point scale on 3 items to measure service behavior
Organizational Performance	Organizational performance is an ideal condition that is the target or goal of Majalaya Hospital	10 point scale on 3 items to measure organizational performance

### 3. Methodology

Research is a causal relationship (causality) between causal research design variables ([Arikunto, 2010](#)). This causal research design identified a causal relationship between the variables. The purpose of the causal research was to develop a research model and test the proposed research hypotheses. This



research examines the perceptions of employees, medical staff, and hospital doctors regarding customer orientation, competitor orientation, and control systems in Majalaya Hospital and their influence on the quality of service to patients. We also jointly examined the effect of the service quality of employees, paramedics, and doctors on patients' performance of the hospital concerned. Therefore, this subject data is in the form of opinions, attitudes, and experiences from respondents working at Majalaya Hospital.

The data source used was primary data. Primary data were obtained directly from data sources or respondents (Arikunto, 2010). The population in this study was doctors, paramedics, and employees of Majalaya Hospital who were directly involved in efforts to provide services to patients (especially those who were inpatients). The population is 500 people, assuming a return rate of 50-60%, this study uses the entire population or census method (Rawis et al., 2022). If you refer to the provisions (Arikunto, 2010), argue that the number of representative samples is approximately 100-200. A representative sample is 5-10 times the number of parameters used. With  $15 \times 7$  indicators, the number of representative samples recommended for this study is 105. Data collection was carried out using a questionnaire, which is a method of collecting data by providing or distributing a list of questions to respondents.

Modeling using Structural Equation Modeling (SEM) analysis with the AMOS 26 instrument includes the following steps: 1) Theoretical-Based Model Development, by being developed and described in a path diagram, 2) SEM will convert the flowchart image into an equation then become an estimate known as a factor (construct). The constructs built are divided into two groups: 1) Exogenous constructs. known as "source variables" or independent variables; 2) endogenous constructs (endogenous constructs).

## 4. Results and discussions

### 4.1 Result

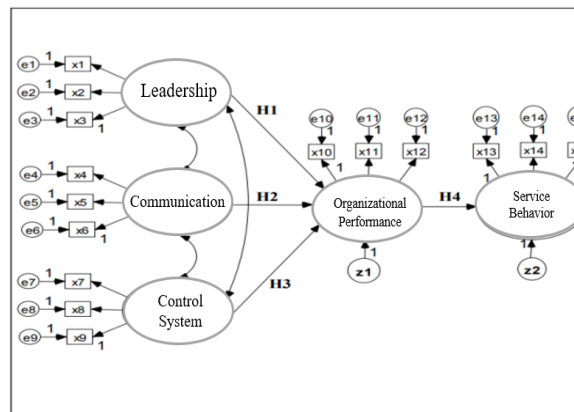


Figure 7 Flow Charts

Table 4. Variable Names and Indicators

Variable	Indicator	Symbol
Leadership Style	Ability to inspire	X1
	The ability to make subordinates do something	X2
	Ability in planning	X3
Communication	Frequency of dealing with managers / superiors	X4
	Frequency of discussion regarding work with managers/bosses	X5
	Frequency of requests for unplanned discussions with managers or superiors	X6
Control System	Activity monitoring	X7
	Activity evaluation	X8
	Activity feedback	X9

Service Behavior	Pleasure in providing service	X10
	Enthusiastic in providing services	X11
	Happy in carrying out the tasks given by the hospital	X12
Organizational Performance	Improved BOR	X13
	Improved patient satisfaction with regard to care	X14
	The increase in satisfied patients is related to the quality of administration	X15

The model specifications are converted into a series of equations. The built equation consists of

Structural equations. Structural equations are built with the following guidelines: Endogenous  $V =$  Exogenous  $V +$  Endogenous  $V +$  Error

Table 5. Structural Equation Model

#### Structural Equation Model

Service Behavior =  $\beta_1$  Leadership +  $\beta_2$  Communication +  $\beta_3$  Control System +  $z_1$

Organizational Performance =  $\gamma_1$  Service Behavior +  $z_2$

Equation of measurement model specifications (measurement model). This specification determines which variables measure which constructs and determines a series of matrices that show the hypothesized correlations between constructs or variables.

Table 6. Measurement Models

Exogenous concept	Endogenous Concept
$X1 = \lambda_1$ Leadership Style + $e_1$	$X10 = \lambda_{10}$ Service Behavior + $e_{10}$
$X2 = \lambda_2$ Leadership + $e_2$	$X11 = \lambda_{11}$ Service Behavior + $e_{11}$
$X3 = \lambda_3$ Leadership Style + $e_3$	$X12 = \lambda_{12}$ Service Behavior + $e_{12}$
$X4 = \lambda_4$ Communication + $e_4$	$X13 = \lambda_{13}$ Organizational Performance + $e_{13}$
$X5 = \lambda_5$ Communication + $e_5$	$X14 = \lambda_{14}$ Organizational Performance + $e_{14}$
$X6 = \lambda_6$ Communication + $e_6$	$X15 = \lambda_{15}$ Organizational Performance + $e_{15}$
$X7 = \lambda_7$ Control System + $e_7$	
$X8 = \lambda_8$ Control System + $e_8$	
$X9 = \lambda_9$ Control System + $e_9$	

Table 6 The research measurement model shows inaccurate numbers when the correlation matrix is used as the input. According [Arikunto \(2010\)](#), a suitable sample size should be between 100-200. In this study, a sample of 105 was taken after the model was developed, the next step was to use the AMOS program to estimate it.

The suitability of the model was evaluated by examining goodness-of-fit criteria. The data used must meet the SEM assumptions as follows: 1) Minimum sample of 100 – 200, using a comparison of five observations for each estimated parameter; 2) The distribution of data must be analyzed to see whether the normality assumption is met; 3) Outliers, which are observations with extreme values both univariately and multivariately; and 4) Detect multicollinearity and singularity from the determinants of the covariance matrix.

Several suitability indices and their cut-off values used in testing whether a model (Table 3.4) is acceptable or not are as follows:

Table 7 Goodness of Fit Index

Goodness of Fit Index	Cut-off Value
y2-Chi-square	Expected small

Significance Probability	$\geq 0.05$
RMSEA	$\leq 0.08$
GFI	$\geq 0.90$
AGFI	$\geq 0.90$
CMN/DF	$\leq 2.00$
TLI	$\geq 0.95$
CFI	$\geq 0.95$

When estimating a coefficient, the modified index can be used to obtain a sense of how small the chi-square value is. The modification index recommendation stresses the importance of having solid justification and support for any changes made to a model to increase its appropriateness.

## 4.2 Discussion

### 4.2.1 General Description of the Research Object

Majalaya Hospital is a regional government-owned Bandung Regency Hospital. Hospitals are classified as healthcare facilities that provide inpatient, outpatient, and emergency care in accordance with Law No. 44 of the Republic of Indonesia (2009). Plenary health services encompass promotional, preventative, curative, and rehabilitative care. Majalaya Hospital has been designated as a Satellite Teaching Hospital (Decree of the Minister of Health of the Republic of Indonesia Number HK.02.03/I/3135/2016 concerning the Designation of the Majalaya Regional General Hospital, Bandung Regency as a Satellite Teaching Hospital, Faculty of Medicine, Padjadjaran University, Bandung). February 10 2017 RSUD Majalaya accredited KARS 2012 regarding Hospital Accreditation Commission Certificate, Number KARS-SERT/603/II/2017. In total, 105 participants were included in this study. The demographics of this study's respondents will shed light on questions such as gender, age, and profession.

The model was developed using SEM ([Rawis et al., 2022](#)) and consisted of three independent variables: leadership style, communication, and control system. The three independent variables affect the dependent variable of service behavior. Furthermore, service behavior affects organizational performance.

Using SEM and the Analysis of Moment Structure 26 (Amos 26) program, the theoretical model is shown in the form of a path diagram. Exogenous and endogenous variables make up the two main categories of the flowchart. External factors, namely leadership style, communication, and control systems. Endogenous variables consist of service behavior and organizational performance. Following the presentation of the model in the form of the path diagram above, the model is expressed in structural and measurement model specification equations. (Measurement model).

The sample covariance estimates presented above are simply the result of the SEM program's transformation of the SPSS input data into an input matrix for use in the subsequent procedure. The next stage is to choose an approach to estimation. Since our sample size is very large (between 100 and 200), we employ the maximum likelihood estimation technique to make our predictions. Measurement model estimation using confirmatory factor analysis and structural equation modelling are examples of this method, which is performed in steps to check the validity of the model and the established causal relationship. Each latent variable's dimensions were assumed to be unidimensional, and this assumption was tested using confirmatory factor analysis. This confirmatory factor analysis will be carried out in two stages: confirmatory factor analysis for exogenous constructs and confirmatory factor analysis for endogenous constructs.

The purpose of the confirmatory stage of the exogenous construct factor analysis was to test the unidimensionality of the dimensions composing each latent variable. These latent variables or eskogen

constructs consist of three unobserved variables with nine observed variables as their constituents. The value shown on each arrow indicates only the magnitude of the correlation. For example, the relationship between leadership and communication variables has a correlation of 0.47. Very high correlation values between the estimation coefficients ( $> 0.9$ ) indicate an identification problem. The results of the data processing are shown in Figure 8. and Table 8.

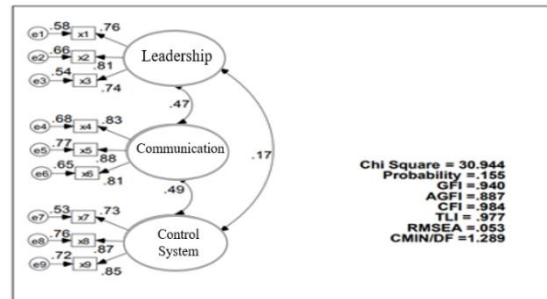


Figure 8. Exogenous Construct Confirmatory Factor Analysis

Table 7. Results Exogenous Construct

Criteria	Cut of Value	Results	Evaluation
Chi-Square	Small; $\chi^2$ with df : 24 = 36,415	30,944	Well
probability	$\geq 0.05$	0.155	Well
GFI	$\geq 0.90$	0.940	Well
AGFI	$\geq 0.90$	0.887	Pretty good
TLI	$\geq 0.95$	0.977	Well
CFI	$\geq 0.95$	0.984	Well
CMIN/DF	$\leq 2.00$	1,289	Well
RMSEA	$\leq 0.08$	0.053	Well

There are two basic tests in confirmatory factor analysis for exogenous constructs: the model fit test (Table 6) and the factor weight significance test (Table 7).

From the model suitability test, as shown in Table 4.8, it is known that the chi-square value is small ( $30.944 < 36.415$ ), and the probability value that indicates a value above the significance limit is 0.155 or above 0.05. These results indicate that the study construct is valid if the null hypothesis is accepted, which claims that the sample covariance matrix is identical to the estimated population covariance matrix.

From the results of the factor weight significance test (Table 7), it is also seen that each indicator or dimension forming each latent variable in the exogenous construct shows results that meet the criteria, namely a CR value above 2.0, with a P less than 0.05. In addition, the factor loading value, as shown in Figure 4.2, must meet the required value Source: Processed primary data (2005), namely  $\geq 0.40$ . For example, in the leadership variable, the value of factor loading  $X_1 = 0.76$ ,  $X_2 = 0.81$ ,  $X_3 = 0.74$ , all of which show a value of  $\geq 0.40$ .

After observing the results of the model fit test and factor weight significance test, it can be concluded that the latent variable-forming indicators for the exogenous construct have shown unidimensionality.

This hypothesis is tested by analyzing the CR and P values. In Table 4.13, it is then compared with the required statistical limits, namely above 2.0 for C and R values and below 0.05 for P values. Furthermore, the discussion regarding hypothesis testing is carried out in stages according to the order of the proposed hypotheses.

Hypothesis 1: Leadership has a positive influence on service behavior. From data processing, it is known that the value of C,R on the relationship between leadership and service behavior, as shown in Table 4.13, is 2.131 with a P value of 0.033. These two values show results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus, hypothesis 1 in this study can be accepted. Hypothesis 2: Communication has a positive influence on service behavior. From data processing, it is known that the C,R value in the relationship between communication and service behavior, as shown in Table 4.13, is 2.665 and the P value is 0.008. These two values show results that meet the requirements, namely above 2.0 for C and R and below 0.05 for P. Thus, hypothesis 2 in this study can be accepted. Hypothesis 3: The control system has a positive influence on service behavior. From data processing, it is known that the C,R value in the relationship between the control system and service behavior, as shown in Table 4.13, is 3.464 with a P value of 0.001. These two values show results that meet the requirements, namely above 2.0 for C and R and below 0.05 for P. Thus, hypothesis 3 in this study can be accepted. Hypothesis 4: Service behavior has a positive effect on organizational performance. From data processing, it is known that the value of C,R on the relationship between service behavior and organizational performance, as shown in Table 4.13, is 7.070 with a P value of 0.000.

## **5. Conclusion**

### **5.1. Conclusion**

Based on the analysis and discussion of the data that have been described, it can be concluded that the problem to be answered is how to improve the quality of service behavior at Majalaya Hospital. In general, the results of the analysis of the Goodness of Fit Index show that the proposed model is accepted, although one criterion is in a fairly good (marginal) range, namely AGFI.

This study proves that these three independent variables affect service behavior. 1) The control system is the biggest factor influencing service behavior. 2) The second largest factor influencing service behavior is communication. This suggests that the frequency of discussions about work with managers and the frequency of requests for unplanned discussions with managers or superiors build effective communication links. Service behavior can improve organizational performance in hospitals. 3) Leadership is the last factor that influences service behavior. This shows that the ability to inspire, get employees to do something, and plan are important elements for leadership.

### **5.2. Limitation**

The study is limited to Majalaya Hospital and focuses solely on Covid-19 handling, which may limit the generalizability of the findings to other hospitals or healthcare contexts. Additionally, data collection through self-reported questionnaires may have introduced a potential bias.

### **5.3. Suggestion**

This study contributes to both theoretical and managerial perspectives. Theoretically, this supports the significance of leadership, communication, and control systems in shaping service behavior. From a managerial standpoint, hospitals should review actions and feedback, increase communication frequency with healthcare staff, and encourage leaders to set examples and motivate employees for better service performance.

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