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THE DETERMINANT FACTORS OF ORGANIZATIONAL EFFECTIVENESS ATA PRIVATE HOSPITAL IN TANGERANG

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Abstract
Various changes in demand in the healthcare industry and along with the growing number of populations in the world but limited healthcare facilities have forced the healthcare industry to be very effective in their day-to-day operation. To be effective, healthcare facilities are mandated to adopt knowledge management in the organization along with the support of the organizational structure and organizational culture within the organization. A private hospital in Tangerang is an example of the healthcare organization with a strong shared-value of professionalism, team-work, empathy, and love within the organization that has become their culture. This private hospital has implemented the knowledge management system and also has its organizational structure changed to be decentralized. Thus, this research aims to find the effect of implementing knowledge management and decentralization on organizational effectiveness which remains unknown. This research used quantitative research methodology in collecting and analyzing data by using SEM-PLS as data analyzing tool. This research conducted at the private hospital in Tangerang with a population of 300 system users. the sampling method used was non-probability purposive sampling. The sample size was determined using Slovin's formula. The survey was conducted of 179 valid respondents consisting of emergency unit personnel, nurses, medical support staff, and administration staff. This study found that Organizational Structure does not affect Organizational Effectiveness. Knowledge Management and Organizational Culture affect Organizational Effectiveness positively and significantly. With R-square value of 0.326, it shows that the independent variables tested can explain 32.6% of the effect towards the dependent variable, while 67.4% explained by other possible variables.

Index Terms-- Organizational Structure, Knowledge Management, Organizational Culture, Organizational Effectiveness

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INTRODUCTION

In recent years, people's behavior towards healthcare are changing due to the increasing number and ageing of the population and along with the appearance of new diseases (Fiorio et al., 2018). In order to face the new demands, the healthcare industry around the world realize that they need to pace up with the rapid growth of technology (Speziale, 2015). The healthcare industry is facing different cases every day and at any time, where problems should be solved in real-time. Thus, it needs to enhance its management system along with the front-line workers to enhance its organizational effectiveness (Toussaint, 2016).

Most of information or that is possessed by the human resources in healthcare industry is tacit knowledge. Thus, to make it more useful for the organization it needs to be transformed into explicit knowledge. Thus, this condition shows that healthcare industry needs the implementation of knowledge management (Ali, 2017). In the other hand, the readiness of knowledge management is also affected by the knowledge process, individuals, organizational culture, and the commitment of senior management (Shahidi et al., 2015). Thus, it shows that to be effective, knowledge management needs to work together with the culture and structure of the organization itself. The better the knowledge management, the more effective the organization will be(Tang, 2017). Looking at the whole situation now, the use of knowledge management in the healthcare industry is mandatory to be implemented and especially in developing countries (Shahmoradi et al., 2017).

Indonesia as one of the developing countries in the world is inhabited with 267 million people and it is forecasted to keep increasing until the year 2062 (Databoks, 2019). With the number of population amounting more than 264 millions of people, the data from KEMENKES shows that currently Indonesia only has 2820 units of health care facilities in which there are still 856 units of unaccredited hospitals and 64 units of the hospital with expired accreditation (Petriella, 2019)with 53,000 doctors and 238,000 hospital beds, which means it's 2 doctors in every 10,000 patients and 9 beds in every 10,000 citizens (XYZ HOSPITAL, 2019). The imbalance of the healthcare facilities and service providers in Indonesia forces every healthcare organization to be more effective in serving their patients. Following the trend of global healthcare organization strategy, the hospitals in Indonesia is mandatory to adopt a knowledge management system to help the effectiveness of the organization to provide their services.

Along with the increasing number of BPJS users in Indonesia that already reached 83% of the total population of Indonesia, the healthcare facilities in Indonesia are now required to adopt a system that would help the effectiveness of BPJS services in healthcare facilities (Katadata, 2020). For example, the system would help BPJS patients to do online registration in BPJS partnered hospitals to minimalize the number of people queuing from dawn with no guarantee of being served due to limited quota and with the system patients will see shared information about available beds in the hospital (Republika, 2020). The system becomes more important for its support towards the

medical records system which now has become the 'backbone' of healthcare facilities for helping the healthcare facilities to manage each patient's data and information from their medical history records, doctor's diagnoses, consumed drugs and all along with their medical payment method like insurance or BPJS (Suara Merdeka, 2019). Human resources are also the most important factor to ensure the success of medical record system implementation. But yet, currently, there are only 10% of the total medical human resources in Indonesia that is capable to operate the system (Suara Merdeka, 2019).The previous study shows that the management's reluctance to delegate tasks or authority for their staffs to operate the system is affecting the effectiveness of system implementation in the hospital(Setiaji & Wahid, 2015).

Looking at the importance of suitable organizational structure, organizational culture, and knowledge management to support the effectiveness of an organization, the researchers eager to find how these factors will affect the effectiveness of the private hospital which in the meantime has been undergoing a transition phase after changing its organizational structure that was centralized to be decentralized.

This decision has resulted in bringing new leaders in the organization and also change the flow of communication and command within the organization. The private hospital has also implemented its very own knowledge management in the organization for a year that also resulting in another transition phase from a paper-based record and face-to-face services into electronic records and online services provided by many platforms such as websites or mobile application. Finally, it is important to assess how the transition of new system implemented and decentralization occurred have affecting the organizational effectiveness by also considering the organizational culture that has been running for a long time in the organization. Therefore, the researchers would like to observe the effect of organizational structure, knowledge management, and organizational culture on the organizational effectiveness of the private hospital in Tangerang.

LITERATURE REVIEW

Resource-Based View and Knowledge-Based View

The Resource-Based View (RBV) is a management strategy that enables the organization to analyze resources in terms of heterogeneity and agility, skills, and core competencies to achieve a sustainable competitive advantage (Cruz & Haugan, 2019). Resources are divided into two categories in the RBV concept: Tangible resources consisting of all physical assets and intangible resources consisting of organizational culture, knowledge, and other non-physical assets (Rothaermel, 2017). RBV has responsibility for tackling corporate diversification and the endowment of resources (Villasalero, 2017).

To assess resource endowment, the company must identify whether such resources are valuable, rare, imitable, and hard to replace (VRIO) (Barney & Hesterly, 2019). On the other hand, knowledge-based-view (KBV) is the latest extension of RBV that acknowledges the knowledge assets of the company as the company's major productive resource (SOLESVIK, 2018).Also, complicated businesses such as diversified companies can solve problems involving managing knowledge flows by using KBV (Villasalero, 2017). KBV also addresses how the business integrates and converts concrete inputs from resources by combining strategic management and knowledge management (Martin & Javalgi, 2019).

Both organizational structure and culture are two core assets of the organization itself so that both are analyzed extensively in resource-based studies, along with the contribution of knowledge management to organizational performance. Therefore, this study explores the influence of these organizational assets through knowledge management on organizational effectiveness.

Organizational Effectiveness

Organizational effectiveness is the concept where an organization optimizes its resources and capabilities to achieve their short-term and long-term goals (Mohamad et al., 2017). Previous studies have shown that efficiency is shaped by setting clear objectives, securing environmental resources, having efficient and harmonious internal procedures (Cameron, 1986; Manoharan & Singal, 2019). Besides, opinions, feedback, and perspectives from its current strategic stakeholders are also necessary to gain more perspectives and criteria about what so-called organizational effectiveness (Manoharan & Singal, 2019). According to Rahmawati et al. (2016) and Manoharan & Singal (2019), the level of satisfaction resulting from organizational effectiveness can be measured. In addition to employee satisfaction, Obeidat, Yassin & Masa'deh (2018) added that organizational participation may also determine organizational effectiveness.

Organizational Structure

Organizational structure refers to the system of relationships, authority, and internal contact between members and tasks (Arefin, Hoque, & Bao, 2015). In recent research, centralization and decentralization are considered to be essential for the measurement of organizational structure (Arefin, Hoque, & Bao, 2015). Mohamad et al. (2017) evaluated the decentralization of the decision-making authority established by Aikin and Hage (Price, 1972); consisting of personal involvement in decision-making and the hierarchy of authority (Pennings, 1973).

Previous studies have shown a correlation between organizational structure and organizational effectiveness. Organizations will objectively evaluate their success by ensuring that sufficient processes are in place to achieve long-term objectives (Ajagbe et al., 2016). As a result, organizations should develop changes in their systems to tackle the problem of effectiveness (Rodriguez, 2016). Organizational structure, as well as centralization, has a positive and significant impact on organizational effectiveness (Nwonu, Agbaeze, & Obi-Anike, 2017). On the contrary, other studies argued that decentralization is now the trend to increase the effectiveness of the organization. Studies found that decentralization had risen as a frequently used procedure for improving performance since organizations now need employee involvement in decision-making (Rashid, 2018), decentralization also decreases the gap in the transition of process-oriented information to the top authority (Arefin, Hoque, & Bao, 2015).

Hypothesis 1 (H_1): *Organizational Structure positively and significantly affects Organizational Effectiveness*.

Knowledge Management

According to Stephanus (2012), knowledge management plays a significant role in enhancing the learning environment in organizations. Knowledge management defines mechanisms for transforming tacit knowledge into explicit knowledge to the achievement of organizational objectives (Mohajan, 2017). Tacit knowledge is unwritten and hidden knowledge retained by the human mind, whereas explicit knowledge is written information that can be codified, verbalized, communicated, and expressed in other forms such as written records, books, and manuals (Abbas & Sagsan, 2019). Supporting research journals by Lee & Wong (2015) and Abbas & Sagsan (2019), Koohang, Paliszkiewicz, & Goluchowski (2017) stated that knowledge management can be measured by the use of knowledge, knowledge acquisition and growth, the codification of knowledge and knowledge transfer. Well-managed knowledge management contributes to the

effectiveness of organizations. The utilization of knowledge management impacts organizational effectiveness as long as it is continuously revised or evaluated by organizations (Kurniawan et al., 2018). All knowledge management processes play important roles in enhancing organizational effectiveness (Al-Shourah, Irtaimeh, & Al-Shawabakeh, 2014). Supporting research journal by Hartono & Halim (2014) stated that the main purpose of knowledge management is used by organizations to achieve an excellent competitive advantage by improving the utilization of organizational knowledge through knowledge management practices and organizational learning.

Managers should understand how knowledge is captured, coordinated, processed, and used to ensure organizational effectiveness and growth (Chidambaranathan & B.S., 2015). In today's business environment, knowledge creation is one of the main conditions for maximizing organizational effectiveness (Si Xue, 2017). Sharing knowledge becomes essential in the process of knowledge management which contributes to the effectiveness of its business processes (Ouakouak, 2018). The knowledge effectively acquires, shares and applies is advantageous for organizations as they boost resource quality and effectiveness (Eid Dahiyat, 2017).

Hypothesis 2 (H_2): *Knowledge Management positively and significantly affects Organizational Effectiveness.*

Organizational Culture

Organizational culture is a collection of people's behavior, values, and beliefs within an organization (Groysberg et al., 2018). Organizational culture is something that is created and maintained in an organization for a long time and is a concept that is deeply embedded among the employees (Robbins & Judge, 2013).

Supporting a research journal by Thomas (2015) stated that organizations with a healthy culture can be reflected through the behavior of members of the organization so that a good corporate culture will be seen from the services provided by the organization to its clients.

According to Ashkanasy, Wilderom, & Peterson (2000) and Xenikou & Furnham (1996), Twelve components of the Organizational Culture Inventory (OCI), three components of the Culture Gap Survey (CGS) and six components of the Organizational Beliefs Questionnaire (OBQ) are measured for the organizational culture. The OCI focuses on behavior, the CGS focuses on moral norms, whereas the OBQ focuses on principles of organization.

Existing studies showed that organizational culture positively affects organizational effectiveness. Cameron (1986) and Pangewa (2015) stated organizational culture greatly influences the long-term organizational effectiveness. Another research has said that specific cultural features can be useful predictors of organizational effectiveness (Nikpour, 2017).

The reasons are that culture influences employee behavior and attitudes (Heris, 2014), and also increases employee engagement and consensus on strategic issues (Gochhayat, Giri, & Suar, 2017). When an approach fits the market circumstances, both the quality and the efficiency of the company's operation will improve (Gavric, Sormaz, & Ilic, 2016).

Hypothesis 3 (H_3): *Organizational Culture positively and significantly affects Organizational Effectiveness.*

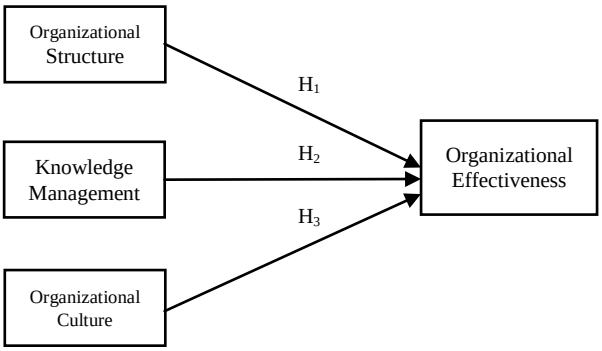

Figure 1. Research Model

RESEARCH METHODOLOGY

The research design applied in this study is quantitative research. Organizational structure, knowledge management and organizational culture are the independent variables, and then organizational effectiveness is the dependent variable. This research study used non-probability sampling – purposive sampling as the sampling technique and determined the sample size using Slovin's formula (Ryan, 2013).The research process is summarized below:

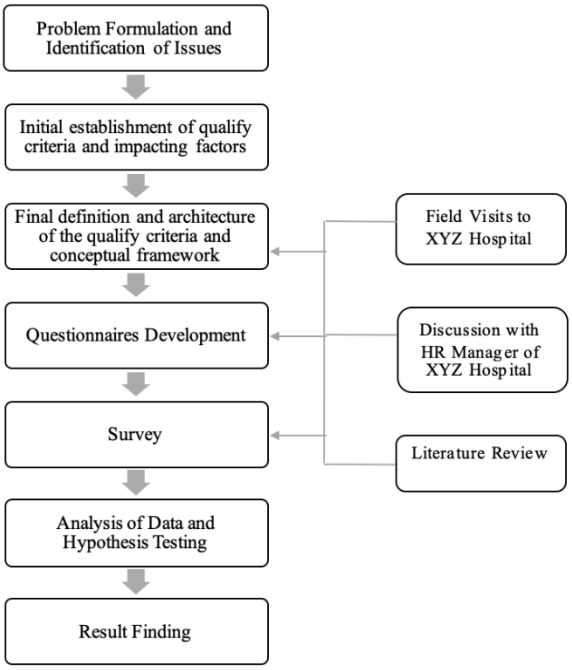

Figure 2. Research Flow – Quantitative Approach

The research started with the problem formulation and identification of issues when finding out, there are still many pros and cons in the implementation of knowledge management and the readiness of organizational culture and organizational structure of each hospital in Indonesia.

Based on the phenomena above, the next step was establishing qualify criteria and factors. The researchers found that organizational structure, knowledge management, and organizational culture were related to organizational effectiveness. Furthermore, the final definition and architecture of criteria that fit the requirements and conceptual framework were finalized at this stage.

The researchers then chose one private hospital in Tangerang to finalize the definitions and architecture of criteria that fit the requirements and conceptual framework. In this stage, the researchers observed the operational flow in the hospital and few discussions with the HR manager to obtain general view about the system in the hospital and current issues relating to the systems (i.e. electronic medical records (EMR), enterprise resource planning (ERP), and in-house systems), as well as knowledge management. In addition, literature reviews on relevant theories and conceptual studies on similar research topics were also taken into consideration to finalize the conceptual framework of this research.

After having the field visit, discussion with the HR manager of the hospital, and literature review, the researchers developed and spread the questionnaires to operational employees in the hospital who have been using the system to gather the primary data. It was conducted at the end of January in the target of gathering 300 respondents, the whole population of system users.

The researchers applied Slovin's formula in data collection process, and it turned out that the minimum number of samples collected was 172 respondents. Fortunately, 197 questionnaires were returned after 2 weeks that exceeded the minimum number of samples.

The respondent data was collected and analyzed using SmartPLS version 3.0,a statistical software that tests the relationship between variables. The outer model (validity and reliability) and hypotheses were tested in this research study. After running a validity test, 18 invalid questionnaires were taken out that were still 179 respondents left with response rate is at 60%.

RESULTS AND DISCUSSIONS

Characteristics of Respondent

The respondents of this research come from different departments, age groups, employment duration, and gender. Below are the profiles and characteristics of respondents from this research:

Table 1. Profile of Respondents

Baseline characteristic	n	%
Gender		
Male	50	27.93
Female	129	72.07
Age		
18-25 years old	46	25.70
26-30 years old	56	31.28
31-36 years old	38	21.23
>36 years old	39	21.79
Duration of Employment		
7-12 months	24	13.41
13-18 months	12	6.70
19-24 months	15	8.38
>24 months	128	71.51
Department		
Nursing	64	35.75
Doctor	2	1.12
Medical support	69	38.55
Emergency unit	14	7.82
Front office	23	12.85
Non-Medic	7	3.91

Note: N = 179. This table demonstrates profile of respondents in the research. There are 2 options for gender (male and female), 4 options for age (18-25 years old, 26-30 years old, 31-36 years old, and >36 years old), 4 options for duration (7-12 months, 13-18 months, 19-24 months, and >24 months), and 6 options for department (nursing, doctor, medical support, emergency unit, front office, and non-medic)

It can be concluded that there are more female workers working in the private hospital. The data collected above shows that 72% of workers in the private hospital are females and 28% of the workers are males. This is aligned with the statement from World Health Organization (2019) that 67% of health care and social sector workforce are female and occupying the majority in department of nursing. While the male workers are in smaller percentage and occupying the department of physicians and pharmacist.

The majority of workforce in The private hospital is younger than 30 years old. This shows that the younger generation has now dominating 57% of the workforce in the organization. However, the number of workers that is older than 30 years old are still in the level of 43%.

The majority of the workforce in The private hospital has been working there for more than 12 months (1 year) thus, 87% of employee has been working in The private hospital from the period when the organizational structure was still centralized and before the new system (EMR) is implemented until the present day in which the organizational structure of The private hospital has been changed to be decentralized and the new system is implemented.

Thus, the majority of the respondent knows how the changes occurred during and after the transition happened in the organization and also has been familiar with the system implemented and structural changes occurred.

The majority of employee in The private hospital who uses the KM system is dominated by the medical support and nursing department where these 2 department only has taken 74% from the whole respondents. The medical support consists of pharmacist, radiologist, physiotherapist, laboratory, ultrasound technician, and medical record in which they are obligated to input, store and share they get from every patient so that it can be distributed to the doctor or other departments.

The nursing department uses KM system in order to input patient's data before entering the doctor's room and then share the data to other department for reports. While the front office department uses system daily to input administrative information of the customers. Furthermore, the non-medic staffs would use ERP system to gather data and information from the database to manage the operational needs of the business such as stocks of medical goods and medicine.

Results of Outer Model Analysis

The results of questionnaire data collection, further processing using SmartPLS 3.2.9 version has obtained an average value that can be used to provide an overview of the data obtained in this study (Sekaran & Bougie, 2016). Here is the descriptive statistics of each variable.

Table 2. Results of Outer Model Analysis

Variables	Mean	Factor loading	AVE*	CR*	CA*
Organizational Structure					
The individual decision maker has wide freedom in the choice of means to accomplish organizational goals.	2.922	0.697			
The employees participate in the decision-making process.	2.916	0.667			
Employees have substantial autonomy when performing their job.	3.112	0.758			
Knowledge Management					
Private Hospital constantly updates its knowledge base to adapt to the external environment changes.	3.073	0.791			
Private Hospital encourages its employees to expand their personal knowledge.	3.039	0.755			
Private Hospital has procedures in place to ensure work practices are assessed and work is carried out in the best possible way.	3.073	0.735			
On the whole, employees in Private Hospital are willing to share information with each other.	3.034	0.715			
Database are often updating.	3.056	0.685			
Specialized workers are engaged in identification and gathering of knowledge.	3.073	0.729			
Private Hospital's employees have adequate competence to absorb the knowledge.	3.061	0.709			
Private Hospital's employees have the ability to apply the transferred knowledge.	3.022	0.719			
Organizational Culture					
I am expected to be supportive, constructive, and open to influence in their dealings with one another.	3.346	0.678	0.529	0.957	0.953
I always try to improve.	3.279	0.738			
I help others put new ideas into practice.	3.123	0.680			
I support the work of other groups.	3.112	0.708			
I share information to help other groups.	3.089	0.669			
I complete tasks in the best possible way.	3.285	0.721			
I share information to help the organization make better decisions.	3.073	0.659			
I socialize with my work group.	3.268	0.758			
I develop friendships with my co-workers.	3.330	0.717			
I encourage socializing on the job.	3.201	0.727			
I get to know people in my work group.	3.263	0.722			
I socialize with those in other work groups.	3.162	0.693			
I work together as a team, even across departments or divisions.	3.151	0.692			
I believe we must constantly seek to do better if we are to be successful.	3.279	0.773			
I expect better results every year.	3.324	0.782			
I expect constant improvements in how we do things.	3.218	0.699			
I feel personally responsible for quality.	3.285	0.818			
I assume that quality is one necessary aspect of any goal.	3.285	0.819			
I try to maintain an acceptable but realistic level of quality.	3.279	0.770			
I believe that we can achieve perfect quality.	3.223	0.694			
Organizational Effectiveness					
Managers, in general, cooperate with professionals	2.983	0.711	0.540	0.854	0.787

Variables	Mean	Factor loading	AVE*	CR*	CA*
where I work.					
There is a lot of teamwork between professionals and managers in my unit.	3.017	0.777			
Professional personnel in Private Hospital do not hesitate to follow orders.	2.944	0.726			
I feel I have sufficient input into the program of work for each of my clients/ customers.	3.039	0.789			
I would be very happy to spend the rest of my career with Private Hospital.	2.950	0.664			

Note: This table shows the results of outer model analysis, which consists of variables along with their indicators, mean, factor loading, average variance extracted (AVE), composite reliability (CR), and cronbach's alpha (CA).

Table 3. Discriminant validity

	KM	OC	OE	OS
KM	0.730			
OC	0.457	0.727		
OE	0.555	0.458	0.735	
OS	0.378	0.392	0.168	0.708

Note: This table relates to Table 2, which discriminant validity is also part of outer model analysis. It shows the correlation value among latent constructs.

In terms of validity test, the factor loading values of each item are more than 0.50, thus the assumption of convergent validity is fulfilled. Then, shows each construct is greater when compared with the correlation value with other latent constructs. Thus, all items fulfilled the discriminant validity assumptions.

Therefore, in terms of reliability test, the composite reliability of each variable shown in the first table is greater than 0.7. Thus, the reliability assumptions are fulfilled for each variable used in this study.

Results of Hypothesis Testing

The next step is identifying direct effects of Organizational Structure, Knowledge Management, and Organizational Culture on Organizational Effectiveness. The results of hypothesis testing results consist of p-values and path coefficient.

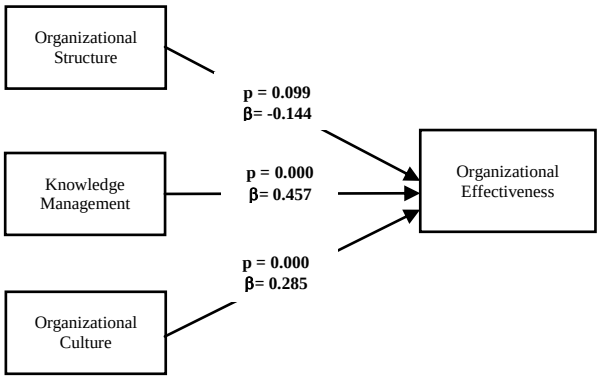

Figure 3. Significance Value and Path Coefficient

Organizational Structure does not affect Organizational Effectiveness. It can be seen from p-value of 0.099 > alpha level of 0.05and beta coefficient of -0.144, which concludes H_1 is rejected. This result is aligned with the previous study conducted by Root (2017) cited in Nene and Pillay (2019) which said when an organization has not changed it management style for years the people inside of the organization would get used to a particular approach in which when the management changes it would create another challenge for the organizational structure. Root (2017) also stated that confusion between departments will also affect the effectiveness of the organizational structure. In a case like this, well-planned change management is needed to help the organization managing its radical changes especially during the adjustment stages in which according to the theory of change management by Kubler-Ross' (2018) after the change occurred there will be a period of shock and people would be in the denial stage, depression until over time they will gradually accept it and finally integrate with the changes.

In other side, Knowledge Management positively and significantly affects Organizational Effectiveness. It can be seen from p-value of 0.000 < alpha level of 0.05and beta coefficient of 0.457, which concludes H_2 is accepted. This finding verifies EidDahiyat (2017), Kurniawan et al. (2018) and Chidambaranathan & B.S. (2015), which said acquiring, sharing, and applying knowledge will improve the efficiency and effectiveness of the organization.

Organizational Culture positively and significantly affects Organizational Effectiveness. It can be seen from p-value of 0.000 < alpha level of 0.05and beta coefficient of 0.285, which concludes H_3 is accepted. This finding confirms existing studies by Nikpour (2017) and Gavric, Sormaz, & Ilic (2016), which said organizational culture can increase the quality and effectiveness of the firm's operation for long term when an attitude suits to the business conditions.

Furthermore, R Square value of Organizational Structure (OS), Knowledge Management (KM), and Organizational Culture (OC) towards Organizational Effectiveness (OE)is 0.326. It means the total variance of Organizational Effectiveness (OE) is 32.6% explained by Organizational Structure (OS),Knowledge Management (KM), and Organizational Culture (OC), and the remain 67.4% is explained by other variables. It is considered moderate.

CONCLUSION AND RECOMMENDATION

Conclusion

The decentralization that happened in The private hospital does not showing an effect towards the organizational effectiveness that would probably be caused due to the newness of structural changes so that the whole organization still need to adjust and adapt to the changes occurred. It is proved that the employee in The private hospital is still used to centralized decision making

so that they are still reluctant in creating decision locally. Thus, it is important for The private hospital to review its change management plan so that the structural changes would have a better effect towards the organizational effectiveness.

The knowledge base in The private hospital is constantly updated as the organization always try to implement the best information system that is most suitable for the organization in order to integrate the whole information system available in the organization from one department to another. Employee in The private hospital also has the ability to absorb and apply the transferred knowledge in the organization. KM also prevented data loss since every information now has been saved digitally and securely, thus it will be easier to access, retrieve, and edit data in real time. These abilities that possessed by The private hospital allows them to have a better organizational effectiveness.

Employee in The private hospital has strong determination to always improve themselves. Their willingness to take on new task and complete the task in the best possible way also give positive impact towards the organization performance. The employee in The private hospital are always expect growth and better result every year. In addition, employees in The private hospital also willing to help each other even for employee from different departments. This culture where they have the same belief that XYZ can continue to improve its quality has been proven to positively effecting the organizational effectiveness.

Recommendation

It is recommended for the private hospital to enhance the ability and skills of their operational work force in operating the system implemented in the Hospital. It is important to help them utilizing available system to the fullest by giving them workshop, training or seminars on how to operate each system. using Information Technology means never-ending changes because technology will always updating and the user will always need to catch up with the updates.

The system should be integrated with external system to enlarge the networking system such as by integrating XYZ's information system with any external information system such as SIMRS, BPJS online registration, any other external healthcare applications or websites. This would help the private hospital in delivering better quality of service to the patients. The external system could help the hospital decreasing the number of queuing line for patients and that will be more convenient not only for the organization but also for the patients. this type of external application could be another channel for XYZ Pharmacy to sell their medicines.

The private hospital needs to re-evaluate the structural changes inside the organization by conducting discussion sessions led by every head of departments to gather insights from their staffs in order to find out what the employee's opinion about the structural change, talk about the problem which the staffs are facing after the structural changes so that every local department leaders could gather the insights and creating new strategies to help their staffs getting used to the new structure and thus, make the structural change more effective to the organization.

With the availability of online registration through XYZ's mobile application or website, Doctors or nurses have systemized schedule to deliver the best services to the patient who have been registered online with certain schedule. Yet, hospital is a very dynamic organization where emergencies could show up any time and jeopardized the alignment between schedule registered on system and schedule on real life. Thus, it is important to create a special team consist of doctors (specialist back-up, not emergency doctors), nurses, and other medical support personnel which are specialized to back up any emergency cases so that the doctors that listed on the website can stick to their systemized schedule. In addition, it is also important to raise the awareness of the doctors from all range of age to understand the system, use the system and follow the schedule listed on the system.

Develop another information system that would automatically send notification through Whatsapp/e-mail notification on the mobile app to inform the customers regarding the change in schedule or cancellation of schedule. The private hospital can also expanding its range of information sharing where medical result such as laboratory result, CT-scan, Rontgen, or any other medical support result information to be sent straight to the customer's email once the result is out so the customer could receive faster result. the organization will also cut the minor-yet-time-consuming-tasks such as to print, to fold, to label, and to file hundreds of medical results each day. This, not only would lead to a more effective hospital, but also more efficient.

Research Limitation

The respondents in this research comes from different backgrounds and departments in which each staff would use different information system software to support the knowledge management in the organization according to each role in the organization. Furthermore, there are also some respondents whose employment duration is less than 1 year that would cause a gap in the employee's capabilities or skill where the employee who works more than 1 year would have better experience after many workshops or training taken. This has resulted to more biased and unpredictable answers during the data collection period. This research is also limited with only 60% valid response rate from the whole population in the organization.

Future Research

Looking from the result of this research and along with the limitation of this research, below are some recommendation for future researcher to conduct deeper studies to continue this research:

1. Future research can be conducted in larger scale by using hospital or organization as the unit of analysis to see how the impact of variables studied in this research would result in bigger demographic scale.
2. Future research can also do deeper study in the field of knowledge management system that is integrated with BPJS system in any registered hospital in Indonesia. This phenomenon will continue to be relevant with the growing of BPJS users in Indonesia knowing that every Indonesian citizens will own BPJS account and with the growth of technology usage, people will use BPJS online system every time they want to register to hospital or any health care facilities therefore hospital needs to understand how important adopting information system and integrate the system with BPJS system to reduce long queue and to increase service level of the organization.
3. Future research can also measure the effect of variables studied in this research towards the effectiveness of this organization by using financial perspective.
4. Future research can conduct another study to see the relationship between organizational structure and organizational culture.
5. Future research can also conduct an exploratory study to find out about the organizational changes transition condition and its impact towards the organization performance.

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