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LEADERSHIP EFFECT AND DYNAMIC CAPABILITY ON THE SPEED OF DECISION MAKING IN HOSPITALS

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Abstract

This study analyzes the influence of strategy leadership style and dynamic capability on the speed of decision making with a focus on the object of research in the health industry known as a hospital. The background of the problems faced in this study is that hospitals face turbulent environmental changes and very tight competition that makes hospital management required to be able to make quick and appropriate decisions. Decision making, which is one of the main tasks of the leader, is the process of selecting several alternatives, where expertise is needed to take action, an efficient method that fits the situation. A leader in making decisions requires knowledge and accuracy of information from the problems faced quickly so that he can make accurate decisions, this is very useful to determine the solution of the choices taken. This study uses Hart's (1992) leadership theory which consists of: command, symbolic, rational, transactive, and generative. In addition to leadership factors, it is necessary to examine the influence of strategies where in the context of the dynamic environment a dynamic capability of a

company will be used. Leaders must regularly make decisions about how to renew existing operational capabilities into new ones that are more in line with the changing environment, dynamic capabilities are an important challenge for management in their efforts to achieve sustainable competitive advantage. The research data was collected from 300 respondents who were middle management in hospitals. Data was analyzed using the help of SPSS 24 devices with regression techniques. The results of the study show that the company's dynamic capability is more give effect in the speed of decision making than leadership. Generative and rational leadership styles effect the speed of decision making. While dynamic capabilities moderate the effect of leadership on the speed of decision making.

Keywords

Dynamic Capability, Leadership Style, Speed of Decision Making, Commander Style, Symbolic Style, Generative Style, Rational Style

1. Introduction

Strict business competition and a turbulent environment are the main challenges faced by management where management must be able to make quick and precise decisions. Slow decision making is no longer relevant to situations where time is a major factor in competitive advantage. (Gu, Weng, and Xie, 2012). According to Baum and Wally (2003), the speed of decision making is beneficial for companies, among others, first adopting successful products or business processes that lead to competitive advantage. Leaders who have flexibility and tolerance to risk are possible to use their intelligence and design activities faster and make choices that are firmer than executives who are not flexible (Wally and Baum, 1994). The leadership theory used is Hart (1992) which consists of: command, symbolic, rational, transactive, and generative. This theory is based on the relationship of the role of top managers and organizational members in the strategy-making process, which describes the interactions between them.

Eisenhardt (1989) dynamic capability has a very high level of information exchange and is needed to reduce the slow decision making so that it helps top management to produce alternative choices so as to accelerate decision making. Based on this, the researcher wants to know how the effect of dynamic capabilities on the relationship between leadership style and speed of decision making. Dynamic capabilities as the ability of companies to integrate, build

and reconfigure internal and external competencies to overcome rapidly changing environments. (Teece, 1982). This research will be conducted in a hospital business network. The hospital industry in Indonesia is currently in a dynamic state, so hospital management must be able to win the competition. this can be seen from the data as follows: Hospital growth is very fast: In 2005 there were approximately 1200 hospitals; In 2010 there were approximately 1600 hospitals; And in 2018 there were approximately 2800 hospitals (Kementerian Kesehatan, 2018). The hospital business is still attractive to domestic and foreign investors. The growth of hospitals in Indonesia is not followed by the supply of health workers. Health workers were less than 170,000 in 2010 (Kementerian Kesehatan RI, 2017). In addition, this business is experiencing obstacles to the quality of graduates from health workers who are not ready to use, especially nursing and medical support, where the quality of graduates is very low and requires training of three to six months (Wildani, 2017). The government is less supportive of private hospitals and the procurement of drugs and medical devices is still taxed. the most serious problem is the lack of legal certainty and the complexity of hospital licensing (Marketeers.com, 2015).

2. Literature Review

2.1 Strategic Leadership Style and Speed of Decision Making

Hitt and Tyler (1991) state that the experience of an executive that will be combined with complex cognitive will influence decision making. In addition, tolerance to risk from an executive influences the speed of decision making because tolerance to risk is related to psychological flexibility. Leaders who have the flexibility and tolerance of risk are possible to use their intelligence and design activities more quickly and make choices that are more assertive than executives who are not flexible (Wally and Baum, 1994). Gu, Weng, and Xie. (2012). In turbulent environmental situations, top management has the main challenge in making quick but accurate decisions. Slow decision making becomes useless when time becomes a significant factor in competitive advantage.

The leadership theory used is Hart (1992) which consists of: command, namely this strategy is driven by a leader or a small top team, a leader or top management who strongly exercises full control over the company; Symbolic namely vision and mission created by top management, the company's vision is defined as the company's philosophy and basic values; rational, namely the division of authority and responsibility, an accurate planning process and all

information analyzed formally; transactive, namely a strategy made based on dialogue with related elements including stakeholders, which involves all elements, namely employees, suppliers, customers, government, associations, and consider the applicable regulatory factors. Here interactions and learning processes apply; and generative, namely the making of strategies depends on the members of the organization, where initiatives from employees form the direction of the company's strategy. This theory is based on the relationship of the role of top managers and organizational members in the strategy-making process, which describes the interactions between them. Then the hypothesis that will be tested in this study are:

- H1: Commander style effects the speed of decision making.
- H2: Symbolic style effects the speed of decision making
- H3: Rational style effects the speed of decision making
- H4: Transactive style effects the speed of decision making
- H5: Generative Style effects the speed of decision making

2.2 Dynamic Capability and Speed of decision making

Pavlou and El Sawy (2011) dynamic capabilities include things like this below, among others: Sensing capability: generating intelligence, spreading market intelligence, responding to market intelligence and gaining new market segments and creating new markets; Learning capability: creating new knowledge, taking over knowledge, and transferring knowledge; Integrating capability: the ability of an organization to synthesize the capabilities of each individual; Coordinating capability (administration capability): administration of tasks, activities, and resources that will be used in reconfiguring operational capabilities. This section must be in one column. Grewal & Slotegraaf (2007) top management must regularly make decisions about how to renew existing operational capabilities to be new and more in line with the changing environment, dynamic capability is an important challenge for top management in their efforts to achieve sustainable competitive advantage (Wibawa, 2014). Stalk (1988) while in the era of time-based competition, strategic decision making should not only be accurate, but also timely and fast. Slow decision making is useless and wrong when it becomes an important factor in competitive advantage (Wibawa, 2014). Therefore:

- H6: Dynamics of Capability affects the speed of decision making

2.3 Dynamic Capability, Strategic Leadership Style, Speed of Decision Making

Thomas and Ramaswamy (1994) mention the right manager's behavior must be adapted to the strategy and pay attention to the rapidly changing environmental situation. Teece, Pisano and Shuen (1997) mention dynamic capabilities as the right strategy approach. Dynamic capability has a very high level of information exchange (Pavlou and El Sawy, 2001) and the exchange of information is needed to reduce the slow pace of decision making (Eisenhardt, 1989). So the hypothesis that will be tested is:

- H7: Dynamic Capability moderates the influence of Commander style on the speed of decision making
- H8: Dynamic Capability moderates the effect of Symbolic style on the speed of decision making
- H9: Dynamic Capability moderates the influence of Rational style on the speed of decision making
- H10: Dynamic Capability moderates the effect of Transactive style on the speed of decision making
- H11: Dynamic Capability moderates the effect of Generative Style on the speed of decision making

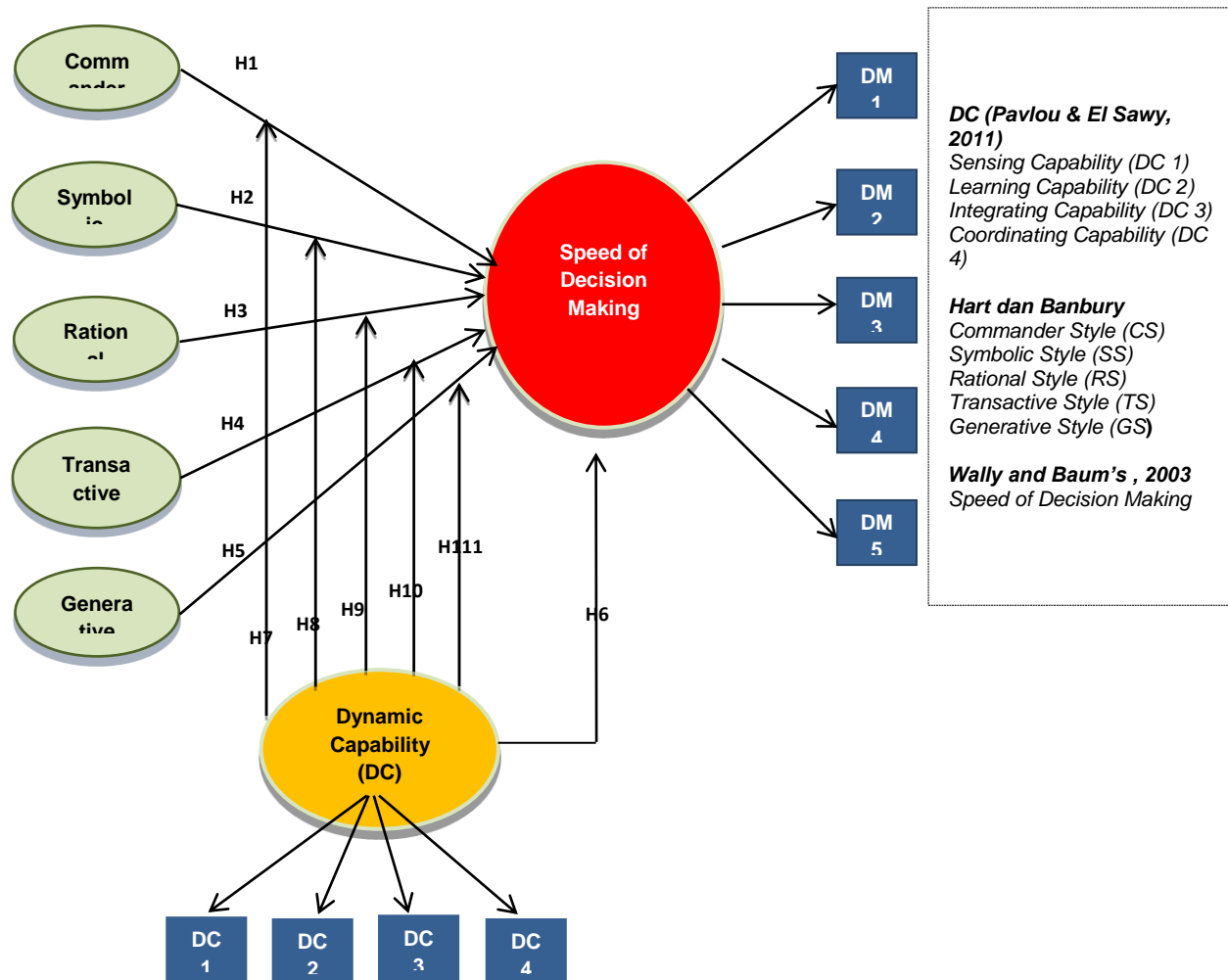


Figure 1: Research model

3. Methodology

This research was conducted by distributing questionnaires, where this study was descriptive analytical, namely a study that tried to explore how and why the phenomenon of the influence of leadership style and dynamic capabilities on the speed of decision making in the hospital industry, then analyzed correlation between phenomena, between independent and variable variables bound can be known how far the influence or contribution of independent variables on the dependent variable with logistic regression analysis (Azwar, 2002). Instrument testing was carried out which was used as a primary data collection tool in this study. Test instruments include testing the validity and reliability of instruments using SPSS for Windows 24. After that, testing classic assumptions is needed to find out whether the results of regression

estimation performed are completely free of symptoms of normality, multicolourity, heteroscedasticity, and autocorrelation. The regression model can be used as an unbiased estimation tool if it meets the BLUE (Best Linear Unbiased Estimator) requirements, ie data is normally distributed, multicollinearity does not occur, heteroscedasticity does not occur, and autocorrelation does not occur. After that, the Moderated Regression Analysis (MRA) test was carried out. The t test also shows how far the influence of one independent variable individually explains the variation of the dependent variable (Ghozali, 2005).

Table 1: Test t

Model	t	Sig
(Constant)	11.695	.000
Commander style	.491	.624
Symbolic style	1.170	.243
Rational style	-2.478	.014
Transactive style	-.453	.651
Generative Style	-2.665	.008
Dinamyc Capability	-5.447	.000
CMxDC	-.280	.780
SMxDC	-1.026	.306
RSxDC	2.598	.010
TRxDC	1.014	.311
GNxDC	2.690	.008

Source: Primary Data Processed (2018)

Dynamics Capability has the highest influence on the speed of decision making compared to other variables, after that it is followed by the Generative Style variable then finally by the Rational style variable. While the variable Commander style variable Symbolic style variable Transactive style does not affect the speed of decision making.

4. Result and Discussion

Table 2: Hypothesis Testing

Hypothesis	Sig	Sig table	Results
H1 Commander -> speed of decision making	0,6424	0.05	Rejected
H2 Symbolic -> speed of decision making	0,243	0.05	Rejected
H3 Rational -> speed of decision making	0,014	0.05	Supported
H4 Transactive -> speed of decision making	0,651	0.05	Rejected
H5 Generative -> speed of decision making	0,008	0.05	Supported
H6 Dynamic Capability (DC) -> speed of decision making	0,000	0.05	Supported
H7 DC Moderate Commander -> speed of decision making	0,780	0.05	Rejected
H8 DC Moderate Symbolic -> speed of decision making	0,306	0.05	Rejected
H9 DC Moderate Rational -> speed of decision making	0,010	0.05	Supported
H10 DC Moderate Transactive -> speed of decision making	0,311	0.05	Rejected
H11 DC Moderate Generative -> speed of decision making	0,008	0.05	Supported

Source: Results of processing data with Lisrel

Based on hypothesis Commander style, symbolic style, and transactive style, has no effect on the speed of decision making. while in this study rational and generative styles influence the speed of decision making. One of the main parts of leadership is the functions used by Mintzberg's top management (1973) but from descriptive data can be used as full control of all activities by the hospital which are weaknesses in efforts to manage things that will not speed up decision making. In Vesper's (1980) study the other characteristics of the commander were postal management analyzing alternatives, considering and deciding actions without including subordinates, but this also would not succeed in speeding up this process, the business model in health had many values of services, management and straightening must be taken into account. One of the main parts of symbolic style is that top management creates an attractive vision and clear company mission (Hamel & Prahalad, 1989). It turns out that in this study the creation of a vision and mission cannot accelerate decision making. The results of this study are contrary to the research of Hasegawa & Maj (1986) where even more concrete actions towards the company's mission by means of the mission are translated into certain targets to be easier to implement both internal targets (resource capacity development) or external (outperforming competitors) speed of decision making. From transactive style that strategies are made with wider dialogue not only between superiors and subordinates, but also to involve all stakeholders in making strategies (Wibawa, 2014). In research in this company have not been able to carry out the dialogue with all stake holders. In addition, this study found the fact that there is still a weak

separation of roles between making strategies and the role of formulating the implementation of strategies (Mintzberg, 1989). Even though this company has organizational learning capabilities, it should be mobilized as a force to collect data from relationships between employees, suppliers, customers etc. This is adjusted for research (Fiol & Lyles, 1985).

From rational style where there is data processing, information processing, and internal and external data usage in strategy making (Miller, 1989). The results of this study are in line with the research of Frederickson and Mitchell (1984) where top management analyzes data from below, considers all alternatives, identifies alternatives, evaluates alternative choices, considers all risk consequences, and finally chooses alternatives, resulting in detailed action plans that can be directly implemented such as product coverage, competitive strategies, new competencies, etc. In addition, this company has the power to respond faster than competitors. While competitors assess this company can provide a strategic response quickly. But what must be improved is the willingness of top management to better accommodate input from all employees in making strategic planning. the main part is generative style where top management is involved in the selection and development of proposed strategic proposals based on innovation from below (Mintzberg & Mchugh, 1985). In this study the results show that there is a top management role to encourage experimentation and risk taking from staff in terms of making new strategies. Descriptive results show that there is a willingness from top management to give responsibility to their subordinates and must reduce the role of control over their subordinates. While Tusman and Nadler (1986) argue that new strategies that give rise to innovation activities are separated from routine operational activities. In this study the separation of roles has not yet been obtained, but it is recognized that this company innovation comes from employees.

Commander Style is not moderated by dynamic capability. In terms of the characteristics of the health industry it is indeed very filled with various regulations and standard operating procedures, but there are still many procedures that cannot be made standard procedures because the industry is very complex, besides this industry strategies that only come from top management are certainly not will be successful, this is because of the characteristics of the industry where tactical decisions and operational decisions are almost as important as strategic decisions. In this study the information obtained is not used to analyze programs and products that are in accordance with customer neKeds. In addition, there were weaknesses to understand the duties and responsibilities of each employee in each work unit. Symbolic style is not

moderated by dynamic capability. This also relates to the characteristics of the industry and the characteristics of the company which is a corporation where the relationship between top management and the business unit has not yet formed a synergistic relationship so that the implementation of the vision and mission is only a symbol, not yet an operational goal and target. According to Hasegawa (1986) top management must be able to translate the mission in the target, and socialize to each employee so that the mission becomes the identity of the employee (Bennis & Nanus, 1985) so that the target is understood by employees for example companies must be able to outperform competitors (external) by developing capabilities resources (internal). But in this study he found that there was still a lack of understanding of duties and responsibilities and a lack of evaluation of information on customer needs. Transactive style is not moderated by dynamic capability. This company actually has a strong learning ability (Fiol and Lyles, 1985) but the research found that the weak evaluation of business unit capabilities and evaluation of employee capabilities, this led to a lack of understanding of employees' duties and responsibilities. In this study also found weaknesses in the division of tasks, division of activities and division of resources, weak identification of tasks from resources that are synergistic with each other. No less important thing, in this study found that there was no separation of roles for strategic activities and implementation formulation so that the results of the strategy were not optimal.

Dynamic capability has the highest influence on the speed of decision making compared to other variables. In this study it was found that companies have very strong learning abilities, this is a capital to win the competition, but integrating ability is very low where employees lack understanding of duties and responsibilities even though the willingness of employees to contribute is very high, besides that the company accommodates provision human resources based on skills and knowledge, here it can be seen that the role of HRD in the recruitment section is very good, but the ability of management to improve the capabilities of its employees is very low, this can be caused by the lack of role in the training of this company. This company is very good at capturing the development of new information, concepts and knowledge, but still needs to be improved in terms of internal evaluation of the company, among others, evaluation of policies that are not in accordance with changes in the environment, evaluation of products that are not in accordance with customer needs. Rational style is moderated by dynamic capability, this can be seen from the results of research, the company is able to capture the

development of information, concepts and new knowledge, besides that the company is also able to transform new knowledge that is used to solve problems innovatively. The company has the power to conduct environmental analysis, portfolio analysis, industry analysis, and competition analysis in making strategic plans. This is in line with the company's ability to reach new segments, gain new opportunities, and see changes in the business environment well. Another strength of this company is the learning ability of the company which is the capital to be able to solve problems innovatively and create product innovation and service innovation. Another thing that is not less supportive of the success of this company is the ability to choose employees based on skill and knowledge. As well as a rapid response in the face of environmental changes. Generative style is moderated by dynamic capability. where top management accommodates subordinates to decide and be responsible for the strategy chosen, and top management's commitment to only play a small role in controlling the implementation of the strategy, and encourage experimentation and risk taking from subordinates in making strategies. No less important is the willingness of individuals to contribute and individuals = individuals able to create innovation. The ability of the company to transform new knowledge used to solve problems innovatively, and the ability of the company to capture the development of information, the development of new concepts, and the development of new knowledge, and the ability of companies to respond faster than competitors (Ozdemirci, 2011).

5. Conclusions

In this study we can draw conclusions: Commander style, Symbolic style, Transactive style does not significantly influence the speed of decision making. This means that if the company chooses Commander style, Symbolic style, Transactive style as its leadership style, it does not affect the speed of decision making significantly. Rational style, and Generative Style have a significant effect on decision making. meaning that if Rational style and Generative Style are implemented in this company, it will significantly affect the speed of decision making. Dynamic Capability has a significant effect on decision making. meaning that if Dynamic Capability is increased, it will significantly affect the speed of decision making. Dynamic Capability does not significantly moderate the influence of Commander style, Symbolic style, Transactive style on speed of decision making, meaning that if Commander style, Symbolic style, Transactive style is moderated by Dynamic Capability, it will not significantly affect

decision making speed. Dynamic Capability significantly moderates the effect of Rational style, Generative style on the speed of decision making, meaning that if Rational style, Generative style is moderated by Dynamic Capability, then it will significantly affect the speed of decision making.

Based on the results of the study, the authors make recommendations as follows: 1. To be able to make quick decisions in order to win competition, companies need to build a generative leadership style. This is in accordance with the theory of Mintzberg and Mchugh (1985) can be done by: a) Where generative leadership is the main competency of top management. In making the strategy and determining the direction of the strategy need to be accommodated so that it is an initiative of the employee, and top management encourages employees to decide and take responsibility for the choice of strategy. The role of top management only has little control over the company's strategy and encourages employees to experiment and take risks so that employees are able to carry out innovative activities in solving problems without involving top management. b) It is very important for the human resources department in the company to recruit personnel, especially prospective leaders who have an easy background to build in order to have generative leadership competencies. In addition, in the training program, it is necessary to include in the training curriculum the generative leadership intensively. c) Top management commitment to create a culture so that generative leadership styles can develop in hospitals;

2. Building dynamic capabilities in hospitals including understanding capabilities, learning capabilities, integration capabilities, and coordination capabilities by means of: a) In this study it was found that this company has the highest learning capability, and followed by coordination capabilities, after that capability understand, while the lowest value is the capability of integration. As we all know, if this hospital has coordination capabilities and high integration capabilities, the hospital will have the ability to reconfigure its operational capabilities through orchestrating activities, based on the above, top management is expected to be able to build its integration capabilities and make programs it can be implemented by middle management. The high learning capability is the capital to win the competition. Top management is expected to increase the learning culture so that employees are sensitive in their efforts to capture new information, new concepts and new knowledge. b) The company is very good at capturing the development of new information, concepts and knowledge, and is able to transform this new knowledge for innovative problem solving. It needs integrated information technology support

between business units and integration between each department given the need for information technology in order to strengthen dynamic capabilities. The company is still weak in terms of evaluating the ability of employees and business units. This needs to strengthen the HR department to make training curricula that are in line with operational needs and business development needs. The concept that has been carried out so far is to recruit new resources from outside if there are resource needs that are in line with the needs of the strategy, to overcome the existing competency gaps. No research has been conducted on whether this has an impact on the inconvenience of old employees, and the very expensive costs and cultural inconsistencies of new employees. We recommend that all company strategies also be followed by the HR section's strategy to prepare the competencies of existing employees with training programs. c) The company is good in terms of market analysis and analysis of competitors to reach new segments, but needs to be improved to know customer needs, and needs to improve policy development, product development that fits customer needs and in accordance with the development of knowledge. Intensive communication needs to be carried out between top management, employees, stakeholders, suppliers, customers to know the needs that exist in the community, and build a culture to receive information feedback from employees, stakeholders, customers and suppliers, by means of top management to accommodate it. (Mintzberg, 1987b). In addition, the company has not encouraged employee involvement to focus on implementing total quality management. (Ishikawa & Lu, 1985). Top management lacks the initiative to implement just-in-time management modes (production systems that are efficiently designed, fast and quality), program management (coordinated management of a group of projects), quality circles, and the application of quality functions. d) This company has the power to employees who have a strong willingness to contribute and have the ability to select employees in accordance with the skills and knowledge needed by their jobs but need to improve integrating skills in synthesizing individual abilities into new abilities by increasing understanding of tasks so that activities resources are more synergetic in other words the improvement of administrative skills for the collection of activities besides that needs to be increased the responsibility of each employee and the ability to coordinate before taking action. This can be done by giving induction training to new employees, as well as the dissemination of tasks and responsibilities if there is a development program from the new strategy. finally the socialization of the business processes in each work unit was carried out to facilitate interaction. In addition, it is necessary to maintain the

process of coordination between units through meetings and meetings between work units. In the description data, the results are that diplomas 1, 2 and 3 are 89 people (29.6%) which are the burden of the company to increase their education level to a minimum of 1 stratum based on the rules of KARS National Accreditation. So it was proposed to hold a special class for the Undergraduate level at the OMNI location in collaboration with the existing universities. In addition, the results obtained from descriptive data that employees who have <2-5 years work experience as many as 158 people (52.60%). Then it is necessary to do competency mapping so that it gets accurate data to advance a comprehensive training program for each employee in accordance with their respective competencies, namely management, technical, or other special training. e) The company accommodates and involves the participation of middle management as a driving actor to build the company's dynamic capabilities by providing training and authority so that middle management is able to evaluate employee performance, unit performance evaluation, socialize understanding of duties and responsibilities clearly to each business unit and evaluate and monitor the division of tasks, activities, resources in accordance with the company's strategy. f) The company can share information about new developments in the health sector through media available internally within the company or through internal meeting meetings.

In this study researchers have several limitations, including limited research on management carried out in hospital business units very rarely. In this study researchers also have limited time and number of hospitals studied. Some hospitals did not reply to a letter requesting research at their company. This research is only limited to the Omni hospital business model which is a network of private hospitals, it is high expectation if there are other researchers who are interested in continuing this research so that the results can be generalized to be used for the health industry in general. The researcher recommends further research is further research on the combination model of leadership style that combines symbolic leadership and generative leadership or rational leadership combined with generative leadership in addition, the authors also expect in further research on how the company's dynamic capabilities moderate the leadership style and how leadership influences the building company dynamic capabilities.

Based on the above conclusions, it is recommended: 1. Top management should develop a generative leadership style in the company. Besides that, he also created a management training program to develop generative leadership in each line of service. No less important is developing

culture so that the generative leadership model can develop in this company. The single model by itself may experience limitations and bias. So it can be used as learning for example the development of generative and symbolic models, or generative rationally, etc. According to Prahalad & Bettis (1986), the greater the ability of the strategy maker in each model, and the greater the number of model making strategies that are combined, the higher the performance. For example a company that combines elements of symbolic and transactive modes will combine dedication with a shared (symbolic) vision and mission with a strong learning orientation (transactive). Such companies must perform well in terms of growth, quality and future position. Top management facilitates the formation of a culture that involves employees in terms of planning and determining the company's strategy by reducing the control function to being a monitoring function and function as an advisor. Top management facilitates the culture of employees to be able to experiment and encourage them to have risk-taking initiatives so that innovation can grow from the bottom; 2. Top management should always pay attention to the improvement of the ability and knowledge of themselves and their teams to be ready to face the tight competition of business, both in renewing business knowledge, leadership, and studying management and always thinking and working as marketing. Top management is responsible for the survival of the company, so it is better to have the willingness to be able to get human resources who have good skills and knowledge and develop existing resources so that they can follow the guidance of technological developments; 3. Rapid decision-making is repeatedly prescribed as a source of competitive advantage and tested to be associated with organizational outcomes, including organizational performance and the growth and profitability of the organization must have the ability to make strategic decisions in accordance with a rapidly and accurately changing environment. Top management consisting of several people with different educational backgrounds, different cultural backgrounds, occupational backgrounds, different duties and responsibilities and different backgrounds in leadership styles, is very risky to be able to make quick and appropriate decisions. So the rules of the game should be made and generative leadership styles applied so that all people who have interests can be accommodated according to their responsibilities and duties. So that good decisions can be made quickly and accurately become important strategic skills for the top management team in a very tight competitive environment.

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