

## CHAPTER I

### INTRODUCTION

#### **A. Background of the Study**

The main subject in the policies and operations of the company is its human resources. The human resources are the resources that are expected to have courage in the face of challenge and change to win the competition. In addition, human resources optimum performance is expected for a leader who wants his company developed and developing.

Communication is the process of an idea transferred from one source to one or multiple recipients with a view to changing their behavior. Communication within an organization is one other factor that can improve employee performance. Communication system is built to support the smooth running of information that can be received and delivered by and to employees. Communication between employees in the organization must be built either.

Communication makes us susceptible to various strategies that we can use in our relationships to work better with others for mutual benefit. Communication serves as an instrument to achieve personal goals and work. With good communication and quality leader in the activities will be easier to motivate employees to achieve the goal of improving the performance of employees.

Gibson (2001: 186) states that leadership is an effort to use influence rather than coercion (concoersive) to motivate people to achieve goals. From the above definition it is clear that leadership involves the ability to influence. This affects the ability to have an intention to achieve its intended purpose. Leadership is a dynamic force that can foster motivation, aspiration, coordination and integrity of the organization to achieve organizational goals in building a high-performance organization headed.

Leadership is the ability of a person to influence others to work toward goals and objectives. Leadership will become increasingly important; because one of the most important factors that will affect the success or failure of a group or organization to achieve goals. An effective leader is a leader who recognizes the vital powers are contained in the individual. Expected future leader can improve the performance of employees to work more effectively.

Performance is a condition that must be known and confirmed to a certain party to determine the level of achievement of an agency linked to embrace the vision of an organization or company and find out the positive and negative impacts of an operational policy. Blanchard in his book (2007: 10) states that the results of research Don Carew, Fay Kandarin, Eunice Parisi-Carew and Jesse Stoner managed to formulate and identify values of high-performance businesses. As a result of their research, created a model "SCORES" high performing companies. "SCORES" is an abbreviation of the six elements which are required in every high-performing companies, namely: (1)

*Shared Information and Open Communication*/distributed information and open communication, (2) *Compelling Vission*/a convincing vision, (3) *Ongoing Learning*/continuous Learning, (4) *Relentless Focus on Custumor Result*/relentless focus on customer satisfaction, (5) *Energizing Systems And Structures*/systems and structures that give the spirit, and (6) *Shared Power and High Involvement*/power is distributed and high involvement.

Orthopaedic Hospital Prof.Dr.R. Soeharso of Surakarta as healthcare organizations must have a commitment to provide quality healthcare for the community. Hospitals should be able to keep going financially, in a cost effective and sensitive to the needs of its customers. In carrying out its function as a referral hospital and specialty hospitals owned Central Government are included in the category of type A Specialized Orthopaedic Hospital of Prof. Dr. R. Soeharso of Surakarta implement required services to all walks of life quality, effective and efficient.

**Table I.1**  
**Performance Assessment of Orthopaedic Hospital**  
**of Prof.Dr.R. Soeharso Surakarta in 2011**

NO	INDICATOR	ACHIEVEMENTS OF WORK	HOSPITAL TARGET IN 2011	%
1	2	3	4	5
<b>A</b>	<b>EFFICIENCY OF SERVICE</b>			
1	The ratio ofoutpatientphysician	39	34	1.15 : 1
2	The ratio ofoutpatients withnurses	35	30	1.17 : 1
3	The ratio ofemergency departmentpatientswithdoctor	3.8	4.2	0.91 : 1
4	The ratio ofemergency departmentpatientswithnurses	1.9	2.1	0.91 : 1

Continued ... .

Lanjutan ... .

5	The ratio of patients hospitalized with doctor	0.8	0.9	0.87 : 1
6	The ratio of inpatients with nursing	0.3	0.4	0.75 : 1
7	BOR (%)	48.13	61.56	78.2
8	AvLOS (days)	3.82	3.77	96.8
9	BTO (times)	45.68	53.36	85.6
10	TOI (days)	4.14	3.64	113.7
<b>B</b>	<b>QUALITY PERFORMANCE INDICATORS</b>			
1	Emergency Response Time Rate	3	<5	100
2	ICU mortality rate	≤2	0.0001	100
3	The percentage of hospitalized patients who were referred	0.61	≤5	187.8
4	Post-operative death rate	0	0	100
5	Nosocomial infection rates	0.04	≤1.5	197.3
6	Speed prescription drug services	8.64	≤30	347.2
7	Effective operation waiting time	1.9	≤2	105
<b>C</b>	<b>PRODUCTIVITY GROWTH INDICATORS</b>			
1	The average growth Outpatient Regular	455.9	394.8	115.5
2	The average growth Outpatient exclusive	89	80	111.2
3	The average growth Emergency Room	19	21	90.5
4	Growth in Inpatient treatment days Regular	16	18	84.2
5	Growth radiological examination	110	114	96.5
6	Growth in Inpatient treatment day exclusive	1.39	0.74	187.8
7	Growth of laboratory tests	299	329	90.0
8	Growth Measures Operations	18	21	85.7
9	Growth in medical rehabilitation	688	554	124.2

Source of data: Record Installations Media in 2011

See from the data above, the amount of human resources owned Prof. Dr. R. Soeharso Orthopaedic Hospital Surakarta is 678 people. They are required to continue to improve its performance through increased empowerment of human resources, so that customers are not left out. The factors that cause a decrease in performance and an increase in performance indicators are strongly influenced by the communication and leadership at the

hospital. Noting that is necessary to the improvement of human resource management to boost communication and leadership into force in order to achieve effective performance, efficient and optimal.

Based on the explanation above, the existence of three factors they are communication and leadership fact has consequences for mutual relationship to employee performance including the performance of the employees at the Orthopaedic Hospital of Prof.Dr.R. Soeharso of Surakarta. Therefore based on the above explanation and the use of performance variables as the dependent variable/influence the authors take the title of this research is **"THE INFLUENCE OF COMMUNICATION AND LEADERSHIP TO PERFORMANCE OF EMPLOYEE AT ORTHOPAEDIC HOSPITAL PROF.DR.R. SOEHARSO OF SURAKARTA"**.

## **B. Limitation and Formulation of Problems**

### **1. Problem Statement/Formulation of Problems**

Problem statement/formulation of problems in this study includes:

- a. How communication influence on performance of employee at the Orthopaedic Hospital of Prof. Dr. R. Soeharso of Surakarta?
- b. How leadership influence on performance of employee at the Orthopaedic Hospital of Prof. Dr. R. Soeharso of Surakarta?
- c. How influence of communication and leadership on performance of employee at the Orthopaedic Hospital of Prof. Dr. R. Soeharso of Surakarta?

## 2. Limitation of Problems

Limitation of the study meant that the discussion of issues not deviate or evolve into other problems. Limitation of the study in this study include:

- a. This study is a quantitative statistical type, which makes analytical calculations based on available data and describe it in a systematic, factual and accurate information on the facts, properties and relationships between phenomena are investigated by the evidence does not rule out the hypothesis formulated.
- b. The variables studied were variable communication, leadership and employee performance variables.
- c. Performance is the dependent variable.
- d. The study was conducted at the Orthopaedic Hospital Prof.Dr.R. Soeharso of Surakarta, with the employees as an object of research.

## **C. BENEFITS AND OBJECTIVE OF THE STUDY/RESEARCH**

### 1. Objective of the Study/Research

The purpose of the study is dealing with the problem statement above, are as follows:

- a. Knowing and empirically analyze the effect of communication on employee performance Orthopaedic Hospital Prof. Dr. R. Soeharso of Surakarta.

- b. Knowing and empirically analyze the effect of leadership on employee performance at the Orthopaedic Hospital Prof. Dr. R. Soeharso of Surakarta.

## 2. Benefit of the Study/Research

From this study are intended to provide benefits for:

### a. Theoretical Benefit

- 1) For scholars, can be used as a reference as well as enriching the knowledge to implement the concept has gained from the college.
- 2) To give some informations wich can be used by the other researcher.

### b. Practical Benefit

- 1) For researchers, provide a basis for further research on effective communication and leadership to performance.
- 2) For getting understanding about communication and leadership to performance in Orthopaedic Hospital Prof. Dr. R. Soeharso of Surakarta.