

Pinning-up Entrepreneurial Orientation for Hospital Industries

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Abstract. Phenomenon happened at regional referral hospital in Indonesia has not been fully achieved the accreditation standard set by government. It is one of them caused by supporting from human resource through not optimally of healthy workers. Reviewing from the phenomenon of human resources at regional referral hospital, this study focuses on reviewing the ability of entrepreneurial orientation in mediating the correlation of human capital with hospital business performance. The study is conducted at regional referral hospital in Indonesia with survey on the hospital leaders through questionnaire and interview. The research finding is stated that entrepreneurial orientation of hospital leaders can be improved by the implementation of human capital. Besides that, entrepreneurial orientation can improve hospital business performance. This study provides new point of view for hospital industries in Indonesia that it is needed entrepreneurship soul for hospital leader in managing regional referral hospital.

1. Introduction

In the globalization era today, company is demanded to improve its company strategy in order to increase its business performance [1], it is conducted by company to maintain business competition with new competitor or old competitor. Company performance is a measure of achievement achieved by activity process overall in an organization [2]. The existing performance at Ministry of Healthy is conducted generally by using performance indicator of hospital accreditation. However, not all of regional referral hospital has accreditation relates to government's suggestion. It indicates hospital performance that is inappropriate to society's needs. As stated by Adisasmito (2008) in his study said that annually it is reported and happened the improvement of citizen Indonesian number who take medicine to abroad (Malaysia and Singapore). It is seen that society trust in Indonesia towards healthy service performance at hospital is still need to be evaluated. It is certainly not good in supporting referral hospital performance in Indonesia, remember that those results emphasize the phenomenon of human capital factor at regional referral hospital in Indonesia has not been achieved optimally, in which human capital actually has influence to company performance, it means Hospital [4]. Human resources is principally human capital; it is asset or the most important capital for organization or company [5]. Human capital is stated the most important capital because of having value more than all of equipment, technologies and systems owned by organization and company itself [5]. By listening to several existing facts, it is very interesting to be done the research related to the performance of Regional Referral Hospital in Indonesia. The performance quality of Regional Referral Hospital is very support to government program in the effort of improving national level of public health. In which support from Regional Referral Hospital is expected to be able to operate based on its capacity. Remember customer behavior is service users are increasingly changing [7]. The measurement of

company performance is conducted to do the improvement and control for its operational activity in order to be able to compete with other company. Besides that, the measurement of performance is needed to determine the right strategy in order to achieve company goal [8]. By noticing those statements above, so the measurement of organizational performance can be put into all of fields, except service field like Regional Referral Hospital.

In running hospital administration is certainly needed innovation that impact positively for society of hospital user. Relating to those cases, company or organization behavior that can show the character of its specific ability in taking a risk is one of forms where that organization has entrepreneurial orientation through its ability in innovation and taking risk. Then, it is mentioned that entrepreneurial orientation can be shown through 4 (four) components are readiness in facing uncertainty situation, ability in calculating risk, personal responsibility and ability in accomplishing business problem [9]. Entrepreneurial orientation reflects the characteristic from businessman, it covers: confidence feeling in doing business, task and result oriented, risk taker, leadership soul, originality, and future oriented. Entrepreneurial orientation is a construct that is multidimensional and it covers dimension of innovation, risk taking and pro-activeness attitude [9]. Next, the use of company internal resource and also support of organization, in case it is owned enterprise very needed in order to improve company performance also power to face business competition. Those statements are encouraged by the concept of theory that states one of efforts to create company strategy in business competition such as through the empowerment of company resources is knowledge management and human capital [10].

However, because of company internal resource in case of human capital does not develop well if it is not supported by stakeholders (owned enterprises) [11]. So therefore contribution of company internal is one of important unsure of company that needs to be developed and empowered as the key in facing business competition and the effort of improving company performance [12]. Reviewing from that phenomenon about human resource at hospital with the issue is about entrepreneurship orientation, so this study focuses on the impact of human capital at hospital in the implementation of entrepreneurial orientation and its impact on the gaining of business performance towards regional referral hospital in Indonesia.

2. Literature Review

2.1. Human Capital

Most of companies in around the world try to build the different value by the way of increasing asset that cannot be measured with money; it is commonly called intellectual capital. Intellectual capital is the measured resources to improve competitive advantages, because with intellectual capital company will be able to use company resource efficiently, economically, and effectively; therefore it will provide contribution to company performance [13]. Human capital is expected to improve performance, productivity, flexibility and capacity to repair the condition that are less skilled become skilled workers and knowledge level also their competence [14]. However, it is no merely seen from individual but also as team work that has personal relationship both inside and outside of company [15]. The first theory of human capital explained by Hudson who states that human capital is as talent, education, experience, attitude in life and business [16]. The interpretation of those opinions imply that human capital is company resource that is intangible and need to be developed, its relation to company business. Human capital is one of the important capital for company because it is innovation source and strategical updating, re-engineering process, also source of dreams from company [11].

Subramaniam & Youndt (2005) defines that human capital is as knowledge, skill, and ability attached to someone and it is used by individual. Those opinions are in line with the previous of first theory from Hudson; the meaning of human capital attached to human resource and it has value. The selection of dimension and indicator from human capital considers the opinion explained by

Greenwood, Will, Wood, & Zelano (2013) specifically on service industry that simplifies some measurements of human capital, such as skills, knowledge, attitudes and competence.

2.2. *Entrepreneurial Orientation*

In service industry it is known with service, for that human capital is closely related to entrepreneurial orientation or entrepreneurship orientation [19]. So the use of entrepreneurial orientation in this study is much needed, in order to measure other factors is company performance. Entrepreneurship can be defined as a dynamic process where people create wealthy gradually [20]. The concept of entrepreneurial orientation is firstly introduced by Miller in 1983, and its development has the correlation to entrepreneurship and strategy management [21]. Some literatures describe entrepreneurial orientation as “entrepreneur personality” [22]. Entrepreneurial orientation from a businessman can cause the improvement of company performance [23]. The development of entrepreneurial orientation theory is stated by Alegre & Chiva (2013), who states that “*Entrepreneurial orientation is considered as a managerial attitude oriented toward the strategy-making processes that provides organizations with a basis for entrepreneurial decisions and actions*”. The meaning of those opinions explains that entrepreneurial orientation correlates to managerial behavior which supports company strategy based on decision and entrepreneurship action. According to entrepreneurial orientation can be concluded that it is decision making process of company through innovation and new creativity in delivering company success. In the first research, Miller states that entrepreneurial orientation consists of three dimensions such as risk taking, pro-activeness, and innovative [25]. In study of Hughes & Morgan (2007), they identify five dimensions of entrepreneurial orientation has great influence to company performance, such as Risk Taking, Innovativeness, Pro activeness, Autonomy, Customer Performance, and Product Performance.

2.3. *Business Performance*

In principle, organizational or institutional performance is level of achievement result for certain task implementation, in order to realize the target, purpose, mission, and vision of an organization, also the level of achievement result in order to achieve company goal [27]. It seems that company performance is task result related to organizational goal, efficiency, and effectivity of other performance [28]. As a concrete work result, company performance can be observed and measured. In industry generally, company performance is usually measured from sale level, benefit level, return on capital, turn over level, and market place achieved [29]. In banking industry, performance can be assessed by financial performance that reflects fundamental performance of a company [30]. Financial performance is measured by fundamental data of company, which is data derived from financial report. Banking financial performance is also indicator of achievement level that can be achieved and it reflects manager’s success in a bank. Performance refers to the achievement level of company in certain period of time [2]. Performance of company is the thing that very determine in company development. The measurement of performance is conducted in financial field and it can be used to get prospect description or future, growth, and a good potential of development for company.

Hospital performance is as service industry in healthy field, it gives public service is not separated from evaluation to service given from the status of service quality from healthy side. However, the measurement of public service performance generally uses *Balanced Scorecard method* [31]. In which it is a contemporary management tools that is designed to improve organizational ability in multiplying extraordinary financial performance continuously. Balanced scorecard is more used as effective tools to strategic planning, which is as an equipment to translate vision, mission and organizational strategy into action planning [32]. The final goal of vision, mission and company strategy reviewed from four perspectives are financial, customer, internal business process, also learning and growing.

3. Methods and Hypothesis

The study was conducted in Indonesia with observation unit, in this case was at Regional Referral Hospital. Data collection was done through questionnaire on 32 hospital leaders and data was processed by path analysis (Picture 1). Data processing result was done by depth interview to confirm research result. There was variable reviewed in this study such as human capital (HC), entrepreneurial orientation (EO), and business performance (KN). Based on the previous literature review, the measurement of human capital was taken from individual activity, effectivity of team work, individual motivation, leadership and organizational climate. The dimension of entrepreneurial orientation was taken from pro-activeness innovation and autonomy. While for business performance was assessed from employee's satisfaction, customer satisfaction, financial perspective, internal business perspective, learning and growth perspective. Reviewing from research goal, it was stated some research hypotheses that would be tested, as follows:

- H1. Human capital could influence entrepreneurial orientation.
- H2. Entrepreneurial orientation could influence business performance.
- H3. Human capital could influence business performance.

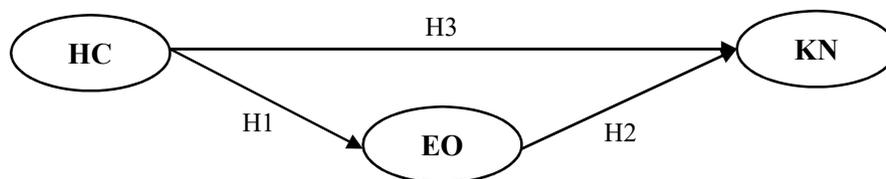


Figure 1. Research Model

4. Results and Discussions

Research result is obtained from 32 leaders of regional referral hospital who fill questionnaire and it is represented by Director or Head of Division. Most of them who answer questionnaire are Head of Division as much as 74%. For sex, it is known that mostly are female as much as 53.1% while for male are only 46.9%. In respondent profile is found that leader's age where it is dominated by range age > 40 years old, it is followed by range age 31-40 years old. It seems that the age of regional referral hospital leaders have a mature age. The average of working period is dominated above 10 years as much as 78.1%, it is followed by working period between 7-10 years as much as 15.6%. It marks that most of them have a quite experience to work at Regional Referral Hospital. Relating to the last educational background from research respondent, it seems dominated by Diploma degree is about 87.5%, then Bachelor degree is 12.5%. It is very visible that service industry of hospital, for the educational background has not been optimum, because it is dominated by Diploma than Bachelor or even Postgraduate. The last data found from respondent's profile is the operational time of Regional Referral Hospital. It is found that most of them have been operated for more than 20 years.

This study is quantitative research that uses questionnaire and it is made research model by hypothesis test. Here is explained data processing result for 32 respondents which is leader of Regional Referral Hospital in Indonesia relates to structural capital, human capital, entrepreneurial orientation and hospital performance, also hypothesis test result of each relationship between research variables (Picture 2). Research model result is conducted research model test where in Partial Least Square-Structural Equation Modelling (SmartPLS), model test can be done by evaluation on outer model and inner model.

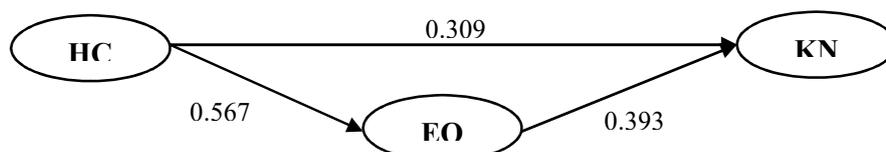


Figure 2. Research Finding

Table 2. The Value of Path Coefficients

Hypothesis	Research Hypothesis Test	Result of t/F statistic	Result
H1	<i>Human Capital to Entrepreneurial Orientation</i>	3.925	Support
H2	<i>Entrepreneurial Orientation to Business Performance</i>	2.255	Support
H3	<i>Human Capital to Business Performance</i>	2.175	Support

Then, to know whether mediation of entrepreneurial orientation is stated to be right, it can use the formula of Sobel Test [33]. It is obtained the value of Sobel Test for business performance is about 6.350 and it is explained that entrepreneurial orientation can be mediation of the correlation of human capital to hospital performance, because the value of $z > 1.98$ for significance 5%.

4.1. *The Influence of Human Capital on Entrepreneurial Orientation*

Human capital relates to knowledge or skill of Hospital resource that is managed by Hospital leader. Based on data processing result (Picture 4.15), it is known that there is correlation of human capital to entrepreneurial orientation. It is known that human capital has correlation value on entrepreneurial orientation is about 0.56. It is big enough value marks that every human capital improves and it is created by Hospital leader, so entrepreneurial orientation will also keep improving. In principle, human capital is as one of former from intellectual capital [34], has the important role on the improvement of company performance [35]. However human resource in company like at Hospital related to medical worker will not be able to work optimally in the relation of hospital performance without not supported by a good hospital system. Hospital system is like leadership of hospital itself through entrepreneurial orientation. A qualified human resource is supported by entrepreneurial orientation from hospital leaders, is a good combining that actually can improve hospital performance [36]. Human capital of Regional Referral Hospital is not merely seen from individual, but also team work that has individual relation both inside and outside of hospital. Human capital of hospital is important finally because it is innovation source and strategy updating that can be gained from the improvement or skill development of healthy worker. Besides that, human capital provides additional value in company daily through motivation, commitment, competence, also effectivity from healthy workers.

In this study, it is known that there is influence of human capital to entrepreneurial orientation; it is in line with the previous research review [37]. But the difference of this study with the previous study is on research object where it is reviewed before from small industry in Ireland. This finding emphasizes the existing research, it also completes that entrepreneurship orientation can be formed by human capital.

4.2. *Ability of Entrepreneurial Orientation in Improving Business Performance*

Based on data processing result, it is known that entrepreneurial orientation has the correlation with hospital performance. It marks that actually entrepreneurial orientation has good correlation directly to improve hospital performance. Hospital needs to notice entrepreneurial orientation in trying to improve hospital performance [38], but other elements from hospital that can be controlled by human capital. Entrepreneurial orientation is more than creating business, looking chance, taking risk and has power to encourage ideas to hospital leaders. Hospital leaders are innovator that introduces and catch opportunity; it changes a chance to ideas that can be done, add value through business, time, money, skill with risk estimation from competition to implement the ideas and to realize the result of their effort.

Entrepreneurial orientation is a concept that covers a process and decision making method [39]. The implemented method and practice in organization tends to pro-activeness, innovative in taking

decision [40]. So it is very suggested to hospital leaders to implement three main things are pro-activeness, innovative, and quick response in decision making. Entrepreneurial orientation relates to specific level of hospital behaviour in facing risk, independent activity; it is involved in innovation and react positively and aggressively in order to fulfil standard as Regional Referral Hospital. The finding of this study is not line truly with the previous research [24], it explains that company performance is depend on leader's soul in entrepreneurship. Reviewing of those findings actually completes the previous research, that it is not always entrepreneurial orientation can improve company performance.

4.3. Mediation of Entrepreneurship Orientation for Business Performance

In the previous of interview result with hospital leaders, it is known that leader of Regional Referral Hospital in Indonesia particularly in the area; they cannot do authority as leader fully for hospital. As the example, in the implementation case of budgeting realization given by Ministry of Healthy, where in its implementation Regional Leaders (Governors or Mayors, and other Regional Leaders) has still intervention on fund launch realization given by Ministry of Healthy. So it is not fully that all of fund realization for approval from hospital leaders. It becomes trigger that the implementation of entrepreneurial orientation has not been optimum from hospital leader. If entrepreneurial orientation runs well, it is possible that there will be a change in result on research model which is supporting level from human capital on hospital performance through entrepreneurial orientation. From several explanations above, all of research hypotheses are based on research goal; it has been conducted and answered to research purposes. It is known there are some research problems about human capital, entrepreneurial orientation and the performance of Regional Referral Hospital in Indonesia. In which it is known principally that entrepreneurial orientation can be mediation between human capital with hospital performance. Those problem facts are connected with previous research finding, most of them complete the existing research, and there are mostly differences especially with research method.

5. Conclusions

Entrepreneurial orientation is soul that needs to be owned by leaders of regional referral hospital. In which based on research result it is known to be able mediation between human capital and hospital performance. In principle, hospital business performance can be controlled by entrepreneurial orientation and the support from human capital. Based on the review empirically of this study towards human capital, entrepreneurial orientation and hospital performance so it is determined novelty is research model that called with Pinning-Up of Entrepreneurial Orientation Model. This research model becomes surely unique and it can be characteristic of success from hospital as one of service industries remember that it has been never studied in overall in the previous researches. Therefore, the study does not look up from structural capital side, where it has also the correlation in the improvement of structural capital so it becomes suggestion for next research.

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