

# Resilience with Managerial Capabilities of Perdana Medica Mother and Child Hospital of Surabaya in Facing Corona Virus Disease 2019 (Covid-19) and New Normal Adaptations

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## ABSTRACT

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Covid-19 has had a tremendous impact, including on the leadership of managers in hospitals, they are required to act quickly and make total changes in the management field. In these difficult times one's managerial ability and resilience can be assessed. At RSIA Perdana Medica Surabaya, has decided not to accept referrals for Covid-19 patients, and the results of the study show that the lower one's resilience, the lower one's managerial ability. The research instrument used is the researcher himself. Qualitative research has no choice but the researcher himself as the main research. Because everything does not yet have clarity starting from the problem, research focus, research procedures used until the results are still uncertain.

**Keywords:** covid-19, hospital, managerial ability, resilience

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## INTRODUCTION

It has been almost 2 years since the Covid-19 pandemic has become a disease outbreak that has attacked all parts of the world. The emergence of this outbreak initially occurred in Wuhan (a part of China) which occurred at the end of 2019. The spread of this virus is fairly fast. So that the rapid spread of the virus raises several implications that also encourage some changes in the sustainability of human life. In addition, several countries affected by this disease outbreak stated that they actually did not have sufficient preparation to deal with and deal with it. It should also be noted that the preparations made as an effort to handle and prevent this outbreak can be realized in the form of external and internal preparations. However, what is essential in dealing with the spread is the preparation that comes from the country itself, or can be called internal preparation. So if the country concerned does not have sufficient internal preparation, then the country will experience culture shock and be overwhelmed in dealing with changes in various fields of life, resulting from a significant increase in the cumulative number of citizens exposed to the Covid-19 virus. This very rapid spread has finally encouraged the government, as the owner of the highest authority, to provide health services to the people who are exposed to it. These services can be realized in the form of handling care through hospitals. So in this case, the government continues to strive to carry out continuous and sustainable hospital construction. This is because the country is in a state of emergency, especially a health emergency. So that the government can divert most of its budget to focus on the development of health facilities and infrastructure. However, it is not impossible for people who have been exposed to self-isolate at home, which is often referred to as self-isolation. But keep in mind that self-isolation can only be done by

people who are exposed to the virus but have mild symptoms. In addition, there are other efforts that the authorities can take to prevent, suppress and deal with the spread of the disease outbreaks mentioned above. These efforts can be realized in the implementation of regulations governing restrictions. This restriction is carried out with the main objective of minimizing human movement. Where this is actually an adaptation rule that is guided and/or oriented from experience in China (as the country that first identified the presence of the virus). Bethesda Hospital is an example where policies are always sudden which results in a lack of communication and discussion which results in an increase in staff anxiety about the risk of transmission and exposure to COVID-19 (Utami, Pinzon, & Meliala, 2021).

In this difficult and stressful situation, the managerial side is required to be able to make decisions and/or take policies carefully. This is intended so that hospital management can avoid things that are not desirable or in the form of negative conditions. In psychology, the ability to quickly rise from adversity is called resilience. If viewed from a global aspect, resilience belongs to a positive adaptive pattern that can be carried out during or after facing a difficult and risky process. Resilience is an idea that pivots on the ability to a dynamic mechanism to maintain or recover from a disturbance that has occurred (Masten, 2007) and Grotberg also argues that its understanding can be interpreted as a general skill that can provide potential and/or enable individuals, groups, or unions to anticipate, minimize, or overcome the adverse effects caused during times of trouble and/or adversity. Resilience is the human ability to face, overcome, and be empowered and transformed by life's problems. Improving it is an important task because it can become a basis for human experience to go through the process of life's problems and challenges (Grotberg & Bernard van Leer Foundation., 1995). There are not many studies that link resilience with one's managerial ability, but only focus on studies that can provide an overview or imagination of resilience so that it becomes an organizational system or group that can survive various crisis issues. And there are also those who previously linked resilience to one's career development where an employee can go through various challenges in a career. There are also those who link resilience with leadership issues where there is a demand to adapt and be assertive at the same time (Amir, 2017). The ability of an individual or team in dealing with difficulties can be seen from the various decisions taken, regardless of whether the decision is negative or positive. The author tries to find a link between resilience and the managerial ability of the hospital in dealing with pressure and difficult times, this condition is also experienced by RSIA Perdana Medica Surabaya, as one of the hospitals that has had sufficient managerial experience, so it can be called relevant to used as the object of research related to resilience with managerial ability. Various pressures and difficult conditions were experienced by some managerial parties, starting from the sudden implementation of policies and the lack of coordination and communication which resulted in a negative situation.

## **METHODS**

### **Research Design**

Researchers choose the type of qualitative research design, because it is a research that explores a deep and complete understanding of a social phenomenon. The approach taken in this study uses descriptive qualitative methods, because this study uses explanations that refer to data and is more concerned with activities in terms of the process. The main output of data obtained from qualitative research is additional data in the form of written, oral and action data supported by documents in the form of photos and statistics (Shidiq & Choiri, 2019).

Part of resilience is the ability of individuals to bounce back from difficult situations, make efforts to optimize skills and foster innovation in a short time, therefore by using qualitative research types that intend to explore individual social phenomena it will be easier to reach a conclusion. Qualitative research is carried out under natural conditions and is inventive in nature. Researchers are the main tool in this research. Therefore, researchers need to have a broad theoretical direction and

vision in order to be able to ask questions, analyze, and construct their research subjects more clearly. This study focuses on meaning and associated values.

The determination of the qualitative design in this research is also due to the fact that the main subjects in this study are humans. While the focus of research is resilience in humans. So that the results and/or data findings can be generated when an observation is made. Bogdani and Taylor also explain that qualitative research methodology is a research procedure that will produce written or spoken words from people and observed behavior (Moleong, 2021).

### **Research Setting**

**Selection of Informants** In qualitative research, the sample is called non-respondent informants, where the informants act as resource persons, participants and friends in research activities. Qualitative research samples are called theoretical samples. Because it aims to obtain theory (Sugiyono, 2013). **Saturation Criteria** At the time of the research, the informant's answer was considered appropriate if it met the answer criteria based on the research focus. Qualitative research as a human tool is the ability to focus research, choose suppliers as sources, evaluate quality, analyze, interpret, and draw conclusions about data results (Sugiyono, 2017). **Sampling Technique** The sampling technique most often used in qualitative research is purposive sampling or snowball sampling. Purposive sampling is a data collection technique by using several considerations that are appropriate and determined by the purpose of the research so that it is expected to be able to answer the research focus that has been determined. While snowball sampling is a sampling technique of data sources obtained in quantity but in small quantities, then it will increase a lot if complete data is provided (Sugiyono, 2013).

This research uses purposive sampling technique. The inclusion criteria taken are as follows: Director of PT Perdana Medica Surabaya who is a representative of the hospital who has the authority to determine strategic and substantial policies including Vision, Mission, Organizational Goals and Organizational Governance. Top Management RSIA Perdana Medica Surabaya. Is the top management at RSIA Perdana Medica Surabaya who is fully responsible to the Director for hospital management. The top management group consists of Managers and committee chairs. Middle Management Groups that have the task of overseeing and directing and translating the main policies from being operational activities for employees. The Middle management group consists of the Head of Section or Head of Division, and has been 3 years and has passed the time before the Covid-19 pandemic and is undergoing a process of adapting to new habits. Internal Control Unit (SPI) It is a hospital device in charge of carrying out internal control through the internal auditor mechanism, and it has been 3 years and passed the time before the Covid-19 pandemic and underwent a process of adapting to new habits.

Meanwhile, the exclusion criteria taken include the following:

- a. Male or female employees with more than 5 years of experience at RSIA Perdana Medica Surabaya who have experienced conditions before and during the Covid-19 pandemic.
- b. Male employees with over 10 years of experience in hospitals at RSIA Perdana Medica Surabaya who have experienced conditions before and during the Covid-19 pandemic.

### **Research Instrument**

The research instrument used is the researcher himself. Qualitative research has no choice but the researcher himself as the main research. Because everything does not yet have clarity starting from the problem, research focus, research procedures used until the results are still uncertain (Rukajat, 2018). In this study, the research instrument was the researcher himself, assisted by an interview guide which contained a guide to questions addressed to informants, as follows:

Furthermore, other research instruments, manifested in the form of: Tools used by researchers to facilitate data collection, which include the following:

1. Research note sheet to record all conversations discussed with data sources;
2. The camera used to take pictures;
3. A recording device to document data during interviews with data sources (Rukajat, 2018);

4. Research sheet containing interview guidelines to be asked;
5. Stationery and notes used to record data needed by researchers;
6. Mobile phone to record interview results;
7. Digital Watch which limits the time of each participant to approximately 20-25 minutes;

#### **Research Time and Place**

This research was conducted at Perdana Medica Mother and Child Hospital Surabaya Jl. Kutisari 6 Surabaya, Siwalankerto Village, Wonocolo District, Surabaya City. This research was conducted from June to August in 2021. So that the 3 months duration is the period chosen by the author in conducting the research.

#### **Sampling Data**

Target data collection. The data collected based on the results of the data collection are places, characters, activities, objects, actions, events, times and feelings. Researchers conducted data collection to determine informants who met the criteria at the research location during data collection. Interview In qualitative research methods, interviews are the most important thing when collecting data. An interview is an exchange of ideas or information carried out by two or more individuals where in the process of exchanging ideas, they will discuss a certain topic that will be discussed together. In conducting the interview process, there are various kinds of things that can be done, starting in the structural interview, which can be carried out in a structured manner or in an unstructured interview. In addition, interviews can also be conducted offline or directly or online or indirectly. The technique of collecting some data comes from the results of interviews managed by researchers to related sources. Interviews can be conducted during observations that have been planned at the time and place or conducted through the telephone stage. This study uses two interview systems, namely interviews conducted systematically and not systematically. The interview involved the managerial leadership of RSIA Perdana Medica Surabaya, who was the strongest resource person because he could provide accurate information for this research.

Documentation is needed to strengthen the collection of results based on observations and interviews so that they are more real and reliable when using evidence supported by photographs, website recordings or through official journals related to the object. Triangulation. is a method of collecting data, in which this method is carried out by uniting various sources into a unified whole. Fidelity and Structure Qualitative research has two data recording spaces, namely fidelity and structure. Fidelity is how much factual evidence that occurs in the field that will be presented (audio visual recordings have a more convincing level of power than field notes that have low power). While the structure is matters relating to the process of knowing the right observations or interviews that are carried out by researchers efficiently and effectively from the data sources obtained (Rukajat, 2018). Interviews (in-depth interviews) were used by researchers and were carried out in a semi-structured manner while still being adjusted to the research objectives. The research summary format will be documented in the form of a transcript. Research Instruments The research instrument is the researcher himself assisted by an interview guide. Data Collection Tool Tools used to facilitate data collection 8. Recording Procedure The procedures for interviewing informants are:

- a. Determine research informants according to the criteria and who are willing to become informants;
- b. Prepare problem points that will be the subject of discussion with informants and prepare informant data sheets that must be filled out by informants;
- c. Starting the flow of the interview by explaining first how to take photos to be used as documentation, namely by not showing their faces;
- d. Provide confirmation regarding the interviews that have been conducted, and close the interview;
- e. Record the results of interviews conducted in a field note;
- f. Conduct continuous identification of the interview results obtained.

## Data Analysis

Technical analysis of research data will be carried out by a researcher during the research process. That is, starting at the beginning of the research until the end of the research. The theory development based on the data obtained will only be obtained after conducting the analysis (Saryono and Anggareni, 2010). Data analysis techniques are used to analyze various types of information that have been collected. The process of inductive thinking begins with a specific decision (data is collected) and general conclusions are made and are useful in analyzing data sourced from the results of interviews that have been conducted with informants (Sugiyono, 2013).

The analysis in the research runs in the same way when the process of getting the data needed in the research is done. There are several stages and these stages take place simultaneously (Burhan, 2011). Data analysis techniques are used to analyze the data that has been collected. The stages of inductive thinking will be started from various kinds of data that have been obtained, which will later be made a general or basic summary.

In general, the data analysis process uses the following methods (Brennan and July, 2002):

1. Data reduction, is a summary process that aims to draw conclusions and common threads that focus on things that are considered important, looking for themes and patterns;
2. Data display, is a form of data compilation, in which the data that has been obtained will be more organized, making it easy to understand;
3. Conclusion drawing or drawing conclusions.

## Research Ethics

Qualitative research is a form of research that is humanistic in nature, where in this research, humans are placed as the main character of the research. Therefore, the research process must be guided by research ethics, including the following:

**Informed Consent** Informed consent is a step taken by a researcher that aims to convince a resource person to be able to contribute directly to the research conducted by a researcher. The systematics of this step is to provide understanding to the resource person who is used as an informant regarding the purpose and intent of a researcher conducting this research in which the approval step will be given by a researcher in the form of an agreement sheet which will later be filled out by a resource person as a form of approval to take part in study. A resource person will also provide certain codes that will be written on a certain sheet, which will be used as proof of agreement. Researchers must also respect all matters made by an informant, which if the informant is not willing to put his signature on the paper that has been provided, the informant expresses his disapproval of joining the study, therefore a researcher is obliged to find new sources as a replacement. **Anonymity** When conducting research, a researcher must also maintain the confidentiality of the identity of the informant, in which the researcher will not enter the name or identity of the informant in the data sheet, but the identity of the informant will be replaced with certain codes to disguise the identity of the informant. This step is carried out by a researcher to ensure the confidentiality of personal data that is personal owned by a source who is used as an informant. **Confidentiality** Various kinds of data that have been collected by researchers are required to maintain the confidentiality of the data. Even so, researchers will still present some data to improve the quality of the research conducted.

## Research Stages

Preliminary Researcher

- a. Manage permits from the Indonesian STRADA Institute of Health Sciences
- b. Taking care of licensing to RSIA Perdana Medica Surabaya
- c. The researcher ensures that managerial informants are interviewed regarding their skills and abilities at RSIA Perdana Medica Surabaya
- d. Research Subjects in Consent
- e. conduct data collection with structured interviews



**Design Development** The approach used by the researcher is qualitative and the type of research leads to case studies, here are some of the research informants as managerial parties at RSIA Perdana Medica Surabaya and are trying to decide to deal with Covid-19 and adapting to new habits, and from there we can describe resilience from each managerial party in making policy.

#### **Actual Research**

- a. Assign informants according to the criteria and choices
- b. the main points of the problem that will be the subject of discussion with the informant and prepare the informant's data sheet that must be filled out by the informant
- c. Start the interview flow by explaining about taking photos for documentation.
- d. Confirming the results of the interview and the idea
- e. Write down the results of the interview into notes

#### **Report Writing**

- a. Embrace the results of in-depth interviews
- b. Analyzing the data obtained from the interviews
- c. Summarizing the results of in-depth interviews with informants and triangulation

#### **Information Pass The Ethical Test**

Information on passing the ethical test, the research of this journal has been reviewed and an ethical test has been carried out, with description of ethical approval **"Ethical Approval"** No. 2516/KEPK/VIII/2021 From Health Research Ethics Committee Institute of Health Science Strada Indonesia.

## **RESULTS**

If we look at the language, it is found that the origin of the word "resilience" comes from English which means "spring power". (Shadily & Echols, 2003:480) Competencies and/or abilities possessed by managerial parties are adapted from the term which states "the main characteristics of individuals who are often chosen to do a good job" or competencies are the traits that form the basis of individuals related to effective job performance. (Virgo & Slameto, 2018). A term used to describe a change or new things due to the Pandemic (COVID-19). Based on historical searches, the term New Normal is always used to describe the impact of various major events in the world that began in the 20th century, including a condition known as the adaptation of new habits. (Chryshna, 2020) In considering the best strategy to deal with the global pandemic triggered by Covid-19, conservation of staff and resources is the main focus of strategic policies taken (Ehrlich, McKenney, & Elkbuli, 2020).

On March 2, 2020, it was reported that Indonesia had 2 people indicated for Covid-19, this was conveyed by President Joko Widodo directly, in response to this the government made a quick move to take strategic steps to suppress the spread of Covid-19. Since then, hospitals in Indonesia have accepted various legal rules and technical guidelines that must be carried out as well as possible, because if one of the guidelines is not implemented properly, it is feared that health workers will become victims. On April 1, 2020, RSIA Perdana Medica Surabaya through its director gathered all hospital leaders to attend a meeting, in the minutes of the meeting there were several discussion meetings. On the occasion of the last coordination meeting, which was on March 12, 2020, the Director of RSIA Perdana Medica Surabaya, decided to "NOT ACCEPT REFERRALS OF COVID-19 PATIENTS"

*"Pada hari ini tanggal 12 Maret 2020, Saya selaku Direktur Rumah Sakit Perdana Medica Surabaya memutuskan untuk "TIDAK MENERIMA RUJUKAN PASIEN COVID-19" Berdasarkan pertimbangan dari aspek penyesuaian RBA dan Rencana Business Strategi yang telah disusun matang sebelumnya, serta keterangan para anggota khusus kajian RBA dan Rencana Business Strategis yang cenderung tidak dapat dilakukan perubahan secara total dan cepat. Berdasarkan proyeksi hasil audit keuangan dan manajemen risiko "jika tidak menerima rujukan pasien Covid-19", rumah sakit non rujukan Covid-19 mengalami penurunan kunjungan pasien non covid-19 (penurunan tingkat okupansi)*

*maka akan terjadi trend kenaikan beban rumah sakit yang semakin berat yang diakibatkan turunnya pemasukan rumah sakit dari 30%-50%, dan akan menyulitkan untuk menutup biaya operasional, diprediksi akan banyak rumah sakit yang akan terancam kolaps di depan mata akibat dampak kondisi pandemi wabah corona yang berkepanjangan, dan sebaliknya” jika menerima pasien covid-19” maka diprediksi akan adanya kesalahan teknis secara berlebihan karena tingkat kematangan setiap divisi dan komite serta para pegawai yang baru berjalan 5 tahun masih dibawah tingkat rata-rata pengetahuan, keterampilan dan memodifikasi perilaku RS yang mencerminkan pengetahuan dan wawasan baru yang berakibat pada kemungkinan peningkatan penularan terhadap tenaga kesehatan tinggi, Maka RSIA Perdana Medica Surabaya memutuskan untuk tidak menerima rujukan pasien Covid-19 dan untuk menyesuaikan adaptasi kebiasaan baru, maka setiap ketua komite dan divisi diharap memperhatikan setiap surat edaran”*

RSIA Perdana Medica's decision not to accept Covid-19 patients is the result of deliberation through hearings from each committee and division head regarding preparedness to adapt to Covid-19 and adapting new habits. In conclusion, each meeting minutes which are archived by the hospital will be discussed in the next subsection, all managerial parties are given the same time to express their opinions regarding the readiness to face Covid-19 and the adaptation of new habits and in the minutes of the meeting there will also be various kinds of individual spontaneous reactions. (team) shows the level of individual ability as well as the level of resilience.

## DISCUSSION

Hospital Director representing the top management level. From the data obtained (minutes of meeting) AR informants started the conversation by explaining the results of the analysis of the readiness of RSIA Perdana Medica Surabaya, but from the language used, it can be seen that AR informants tend not to make RSIA Perdana Medica Surabaya a referral hospital for Covid-19 patients. The factors that underlie and make these reasons include the following:

- a. Changes in RBA and Strategic Business Plans cannot be changed quickly
- b. Covid-19 Patient Funds borne by the government will hamper the asset turnover target and PNBPI income ratio
- c. The target of developing facilities and infrastructure has not been achieved
- d. Financial conditions that do not allow standardization of screening, isolation rooms and relocation of Covid-19 and Non-Covid-19 zones.
- e. Visitors to RSIA Perdana Medica are predicted to drop drastically

From the author's analysis, the points from the minutes of the meeting above when the director found out the results of the analysis of the condition of the readiness of RSIA Perdana Medica Surabaya to face Covid-19 were too quick to draw conclusions regarding every factor behind the will of the AR Informant, because in the author's opinion this should be overcome in the following way: i.e. changes in the RBA and the Strategic Business Plan are the top management's obligation to arrange hospital priority steps, but when it is associated with the Covid-19 emergency, the RBA and RBS are not completely changed, it is enough to make adjustments from the priority scale.

## CONCLUSION

### Relation of Resilience with managerial ability at RSIA Perdana Medica

The leadership's decision not to accept referrals for Covid-19 patients was decided by deliberation, besides that from the results of the study it was found that in difficult and uncertain situations, informants who have sufficient resilience (tend to be low) tend to have sufficient management skills as well, this is proven from the results of AR informants at the top management level who at the coordination meeting showed their pessimistic attitude in organizing hospitals when receiving referrals for Covid-19 patients. On the other hand, at the middle management level, SPI &

IGD RAJAL show good resilience capabilities (tends to be high) this is shown from the results of the average informant having resilience when experiencing difficult and uncertain conditions and this is also proven by the informants at the middle level management, SPI & IGD RAJAL demonstrate Good managerial skills, by understanding all tasks and providing alternative solutions. This shows the relationship between resilience and managerial ability, the higher one's resilience, the higher one's managerial ability.

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