Causality Analysis of Resistance to Change in Hospital: Transformational Leadership, Communication and Emotional Intelligence Approaches

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ABSTRACT

Hospitals must make changes to grow and survive in an intense competition era. Change is not always well received by organizational members and the most common obstacle is resistance to change. Medika Permatra Hijau Hospital is a private hospital where there are many changes ranging from changes in hospital class, leadership to policy changes. Preliminary surveys also indicate a resistance to change attitude. The aim of the study was to obtain empirical evidence of factors that influence resistance to change in hospital. Method This study was conducted with an analytic survey of causality with a time dimension one short study. The population in this study was 155 people. The samples in this study used Purposive Sampling techniques. The analysis unit of this study is individual. The data analysis used is multiple linear regression analysis. Research results Leadership, especially transformational leadership, has a positive effect while communication and emotional intelligence have a negative effect on resistance to change. The determinant coefficient value in the study was 17.2%. Implication An integrated transactional-transformational leadership type is the right choice to address resistance to change. Data-driven communication, a culture of openness and freedom to express the opinion as well as a good level of staff emotional intelligence are expected to help in the process of accepting change.

Keywords: Communication, Intelligence, Leadership, Resistance Change.

I. INTRODUCTION

Along with the advancement of human civilization, various changes occur in all aspects of life, including in organizations. In this competitive era, the organizations are forced to make structural, technological and human resource changes. Change is inevitable in an organization. Organizational change is an effort to maintain the survival of the organization in order to survive in global challenges. Research from Taufik and Nugroho (2020), organizations that quickly adapt to environmental changes are organizations that survive in the competition. Organization must make changes to grow and survive in the competition and human resources in the organization act as driving motors that have a vital role to create change for organizational development. Human resources or employees play a role in achieving and carrying out the functions and objectives of the organization. However, employees also have thoughts and feelings that affect their attitude at work. Therefore, in facing change is not always well received by members of the organization, especially members of the organization that affected by the change. Therefore, the most common obstacle encountered in implementing change is resistance to change (Lumbantoruan et al., 2021).

Resistance to change is defined as a personal negative orientation toward the idea of change and is usually considered as an obstacle in the process of adaptation and improvement (Oreg, 2018). Resistance to change from members of the organization appear in different forms, some are overt and clearly visible, but some are implied where members of the organization slowly lose their work motivation, the increasing absence from work to increased errors in work. This implicit resistance behavior is a major challenge for management.

Change is necessary, but change doesn't always bring good, and rejection of change isn't always negative. Resistance to change can be positive as an open debate and discussion (Robbins & Judge, 2018). Differences of opinion in viewing a change can be as an input for management in adjusting the change process to be accepted by members of the organization. Resistance to change can maintain organizational stability or reveal the downside of change so as to improve the process of change itself. Therefore, resistance arising from concerns about change can be a useful control parameter in the change process by providing valuable feedback to organizations (Appelbaum et al., 2015; Arrozi et al., 2022).

Although resistance to change can have a positive impact on the organization, resistance can lead to increased costs that harm the organization. Resistance also prevents organizations from being able to act appropriately in facing threats and opportunities that exist in the organizational environment (Appelbaum et al., 2015). Therefore, management must pay more attention to the resistance to change that occur within the organization.

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Hospital is a public organization that provide complete individual health services with labour-intensive, capital-intensive, and technology-intensive activities. Like other organization, the competition in healthcare business was very competitive where many private hospitals are focused on better services dan profits. The innovations and changes must be done continuously in order to improve services and increasing hospital revenues and also surviving in the competition. Medika Permata Hijau Hospital is one of the private hospital in West Jakarta that has been established since 1995. In providing health services to the community, Medika Permata Hijau Hospital is required to maintain and improve the quality of its services. One way to maintain and improve the quality of service is by following hospital accreditation and Medika Permata Hijau Hospital has been accredited by KARS in 2017 with a Madya level. However, the efforts to improve the quality of service are not just following the hospital accreditation, Medika Permata Hijau Hospital must make changes to compete in the hospital industry. Initially, Medika Permata Hijau Hospital was a hospital with foreign investment by Malaysia. Based on the regulations that applied at that time, hospitals with foreign investment must be at class B so that operational permit of Medika Permata Hijau Hospital was a class B hospital. But along with the change in government policy, hospitals with foreign investment must be in class B and have a capacity of at least 200 beds (Menkes, 2020). Medika Permata Hijau Hospital which at that time only had a capacity of 90 beds was forced to make massive changes, but due to land limitations and also funds forced Medika Permata Hijau Hospital to switch domestic ownership and turned to be type C hospital.

The process of ownership changing of Medika Permata Hijau Hospital is quite complicated and takes a long time due to Covid-19 pandemic, and as the consequence the hospital was forced to stop all operational activities. Hospitals are also faced with the issue of internal policy changes and top management leadership change as a result of adjustments to government regulations. The changes of Medika Permata Hijau Hospital were driven by external and internal factors. External factors that related to hospital changes are government policies, while internal factors related to be the need for change to adapt the internal environment. Changes in Medika Permata Hijau Hospital and other organizations are mostly faced with one challenge called resistance to change.

As explained before that implicit resistance should be concerned by hospital management because it slowly but sure decreases performance and threatens the hospital’s sustainability. The top leaders and head of unit at hospital must be sensitive to the implicit resistance from staff in order to get the right action immediately. The top leadership change in Medika Permata Hijau Hospital is also an important point in resistance to change among hospital staffs. One of the keys to the process of change lies in leadership. The leadership needed is as a change agent, in this case a consistent leader and participates in every change process (Taufik & Nugroho, 2020). A good leader must be able to act as a coordinator, facilitator, problem solver and motivator for members of his organization. The influence of leadership on resistance to change has been widely researched, one of which is research from Peng et al. (2020) entitled "Transformational Leadership and Employee' Reaction to Organizational Change: Evidence from a Meta-Analysis". The results of this study show that transformational leadership is positively correlated with commitment to change, openness to change and readiness to change and negatively correlates with resistance to change and cynicism. Similar results were also shown from a study conducted by Lundy (2013) entitled "Project Leadership Influences Resistance to Change: The Case of the Canadian Public Service", leadership has a direct impact on resistance to change through the skills, attitudes, and behavior of a leader.

Another factor that is considered influential in resistance to change is communication. Communication is defined as the exchange of information between the sender of information and the receiver, as well as the interference (perception) of meaning between the individuals involved (Kreitner & Kinicki, 2014). Research on the influence of communication has been widely done and shows the results that communication has a significant effect on resistance to change. Research conducted by McKay et al. (2013) entitled "The Effect of Affective Commitment, Communication and Participation on Resistance to Change: The Role of Change Readiness" clearly demonstrate the influence of communication on resistance to change.

Another finding related to resistance changes is the emotional intelligence factor (Fernando & Fajrianti, 2019; Wardani, 2010). Emotional intelligence is defined by Mayer and Salovey in Fernando and Fajrianti (2019) as the ability to know, assess and express emotions accurately; the ability to use emotions to think; the ability to understand and have knowledge of emotions; and the ability to manage emotions to develop themselves. The emotional Intelligence is considered negatively correlates with resistance to change as showed at research conducted by Malik and Masood (2015).

The failure in a process of change in an organization has been widely studied. According to Jorgensen et al. (2008) in the research journal of Canning and Found (2015) states that only 41% of a change can be successful or accepted. While in the study by Chawla and Kelloway (2004) stated that the failure rate of a change is 40%. Meanwhile, according to Decker et al. (2012) state that the failure rate of a change is between 28% to 93%. From these studies, it is stated that resistance to change is the main cause of failure of a change process (Canning & Found, 2015).

Based on preliminary survey conducted at 54 employees out of a total of 155 employees of Medika Permata Hijau Hospital, it concluded that all employees agreed that changes needed to be made at the hospital, but some employees seemed to object if the changes would have an impact on their work and were comfortable with their current condition. In addition, it shows the lack of trust in new leadership will lead to better changes for hospital. Communication between management and employees has not been going well either. Employees also felt uncomfortable with the changes that were taking place in the hospital and found a form of implicit resistance that could affect employee performance.

The aim of the study was to obtain empirical evidence of the influence of leadership, communication, and emotional intelligence on resistance to change behavior at Medika Permata Hijau Hospital. Theoretically, researcher also want
to compare of the results of this study with theories and studies that have been done before.

II. METHOD

This research is associative quantitative research with survey methods. The data was obtained by using questionnaires. The study used causality designs based on time dimensions. cross-sectional, which includes independent measurement of dependent and variables performed at the same time. The unit of analysis in this study is individual using data analysis techniques in the form of regression.

The population in this study was the entire staff of Medika Permata Hijau Hospital which amounted to 155 people, with a distribution of 99 medical personnel and 56 non-medical personnel. Selection of the sample by using Purposive sampling with inclusion and exclusion criteria. The criteria for exclusion and inclusion in this study are:

1) Inclusion is an employee who has worked > 1 year at Medika Permata Hijau Hospital.

2) Exclusion is an employee who has worked ≤ 1 year at Medika Permata Hijau Hospital.

Based on inclusion and exclusion criteria, the number of samples in the study was 134. With details of 83 medical personnel and 51 non-medical personnel. The data collection process in this study used questionnaires on the Likert scale. Based on the results of validity tests on 30 respondents obtained a total of 20 statements for variable resistance changes, 19 statements for leadership variables, 10 statements for communication variables and 26 statements for variable emotional intelligence. Reliability tests using Alpha Cronbach also showed results above 0.80 for each variable.

A. Variable Measurement

This research was conducted to explain the relationship of three variables namely independent variables which include Leadership (X1), Communication (X2), and Emotional Intelligence (X3) with one dependent variable, namely Resistance to Change (Y). Therefore, this type of research is quantitatively associative because researchers want to know the relationship between the independent variables and dependent variables through testing hypotheses that have been formulated.

In the study, the leadership is defined as a person's ability to influence and motivate others to reach the same order. The leadership dimensions in this study including idealized influence, individualized consideration, intellectual stimulation and Inspirational motivation (Bass, 1985). Communication is defined as the process of conveying information from one person to another in order to have the same understanding. The dimensions of communication in this study including central route and peripheral route (Petty et al., 1981) Emotional intelligence is defined as a person's ability to recognize, assess, manage, and control the emotions of himself and others around him. The dimensions of emotional intelligence in this study including five dimensions: recognizing self-emotions, managing emotions, motivating themselves, recognizing other people's emotions and relationships (Goleman, 1995).

The relationships between the research variables are described in research model next:

B. Research Hypothesis

Based on the constellation of research, the research hypothesis is as follows:

H1: Leadership, Communication and Emotional Intelligence affect Resistance to Change.

H2: Leadership affects the Resistance to Change.

H3: Communication affects on Resistance to Change.

H4: Emotional intelligence affects on Resistance to Change.

III. RESULT

A. Description of Respondents Data

<p>| TABLE I: DISTRIBUTION OF RESPONDENT CHARACTERISTICS |</p>
<table>
<thead>
<tr>
<th>Age Category</th>
<th>N</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30 Years</td>
<td>22</td>
<td>16.4%</td>
</tr>
<tr>
<td>31-40 Years</td>
<td>59</td>
<td>44%</td>
</tr>
<tr>
<td>41-50 Years</td>
<td>44</td>
<td>32.8%</td>
</tr>
<tr>
<td>&gt;50 Years</td>
<td>9</td>
<td>6.7%</td>
</tr>
<tr>
<td>Total</td>
<td>134</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender Category</th>
<th>N</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Man</td>
<td>33</td>
<td>24.6%</td>
</tr>
<tr>
<td>Woman</td>
<td>101</td>
<td>75.4%</td>
</tr>
<tr>
<td>Total</td>
<td>134</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>N</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMA</td>
<td>23</td>
<td>17.2%</td>
</tr>
<tr>
<td>Diploma</td>
<td>64</td>
<td>47.8%</td>
</tr>
<tr>
<td>S1</td>
<td>46</td>
<td>34.3%</td>
</tr>
<tr>
<td>S2</td>
<td>7</td>
<td>0.7%</td>
</tr>
<tr>
<td>Total</td>
<td>134</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Category</th>
<th>N</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical</td>
<td>83</td>
<td>61.9%</td>
</tr>
<tr>
<td>Non-Medical</td>
<td>51</td>
<td>38.1%</td>
</tr>
<tr>
<td>Total</td>
<td>134</td>
<td>100%</td>
</tr>
</tbody>
</table>

Based on Table I above it is known that out of 134 respondents, most are in the age group of 31-40 years (44%). Based on gender, it was found that the proportion of women is larger (75.4%) compared to men. For the education category, out of 134 respondents it is known that Diploma is the dominant level of education as many as 64 people (47.8%). While based on the working period is known the most in the range of 11-20 years as many as 38 people (28.4%) and based on the category of work dominated by medical personnel as many as 83 people (61.9%).


B. Respondent Response Overview

The description of respondents' answers is obtained from the total frequency of respondents in providing answers to each statement that measures research variables. The results of the recapitulation of descriptive analysis are presented as follows:

<table>
<thead>
<tr>
<th>No.</th>
<th>Variable</th>
<th>Index</th>
<th>Category</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resistance to Change</td>
<td>80</td>
<td>Moderate</td>
<td>Hospital employees show an attitude of resistance to change and assume that they are not free to express their opinions and they feel comfort with their old work style (implicit resistance).</td>
</tr>
<tr>
<td>2</td>
<td>Leadership</td>
<td>114</td>
<td>High</td>
<td>Hospital employees want transformational leadership especially in dimensions. idealized influence.</td>
</tr>
<tr>
<td>3</td>
<td>Communication</td>
<td>92</td>
<td>Moderate</td>
<td>In processing a message of change, the employees tend to be thoughtful before deciding to adopt a change (central route).</td>
</tr>
<tr>
<td>4</td>
<td>Emotional Intelligence</td>
<td>106</td>
<td>High</td>
<td>The employees show a good level of emotional intelligence especially in recognizing the emotions of others.</td>
</tr>
</tbody>
</table>

1) Leadership

Descriptive data processing results on Leadership variables show an average value of 114 and categorized as High category. The results mean that most of the hospital employees want a transformational leadership style applied at the Medika Permata Hijau Hospital.

2) Communication

Based on the results of the above shows that employees of Medika Permata Hijau Hospital are people who use the central route in receiving persuasive messages with an average score of 92 and categorized as Moderate category. These results mean that most respondents are very cautious people before adopting a change.

3) Emotional Intelligence

From the results of descriptive data processing, emotional intelligence variables obtained an average value of 106 and categorized High category. This shows that the emotional intelligence level of Medika Permata Hijau Hospital employees is quite good. The highest index values are on the indicators I feel happy when my friend celebrates something. From the highest index values, it can be concluded that respondents are very good at recognizing the emotions of others.

4) Resistance to Change

Based on the results presented on the table it is known that the average value for the Resistance to Change variable is 80 and categorized as Moderate category. These results show that there is a resistance to change in the employee of Medika Permata Hijau Hospital. The highest index is on the indicator that employees are not free to express opinions. This shows that the changes that occur in the hospital are taken based on management decisions without any consideration from the employees and it has become commonplace in the hospital.

C. Hypothesis Test

The method used to analyze in this study is a multiple linear regression method between independent variables and dependent variables with the following equations:

\[ Y = a + b1X1 + b2X2 + b3X3 + e \]

The regression equations in this study are as follows:

\[ Y = 38.328 + 0.818 \text{Leadership} - 0.340 \text{Communication} - 0.321 \text{Emotional Ingenuity} \]

From this hypothesis test, researchers found that leadership, especially transformational leadership has a positive regression coefficient value which means leadership variables have a positive effect. It means when transformational leadership style applied, the resistance to change will become higher. From these results it can be concluded that transformational leadership actually increases resistance to change in Medika Permata Hijau Hospital. Multiple linear regression test results for communication variable shows that the Communication regression coefficient (X2) to Resistance to Change (Y) is -0.340. The value of this negative regression coefficient means that if communication increases then the behavior of Resistance to Change in Medika Permata Hijau Hospital will decrease. This result is in line with research conducted by McKay et al. (2013) and Canning and Found (2015) which states that good communication negatively affects resistance to change. From the results of hypothesis testing using multiple linear regression, for the Emotional Intelligence variable, the regression coefficient value is -0.321. This negative regression coefficient value means that if the employee's Emotional Intelligence (X3) level is high, then the Behavior of Resistance to Change (Y) at Medika Permata Hijau Hospital will decrease.

Based on test results F sig value 0.00 (<0.05), which means Leadership, Communication and Emotional Intelligence simultaneously have a significant effect on resistance to change in Medika Permata Hijau Hospital. The t test was conducted to determine the effect of partial variables on free variables. The results of the T test can be seen in the following table:

<table>
<thead>
<tr>
<th>Type</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>38.328</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.818</td>
</tr>
<tr>
<td>Communication</td>
<td>-0.340</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>-0.321</td>
</tr>
</tbody>
</table>

(Source: Results data processed with SPSS).
there is no significant influence between Communication and Resistance to Change. The value of R2 in this research is 0.172 or 17.2%. It can be concluded that Resistance to Change at Medika Permata Hijau Hospital was 17.2% affected by leadership, communication, and emotional intelligence, while the rest was affected by other factors beyond the variables tested in the study.

### IV. DISCUSSION RESPONDENT CHARACTERISTICS

**H1: The Effect of Leadership, Communication and Emotional Intelligence on Resistance to Change at Medika Permata Hijau Hospital.**

Based on the results of hypothesis testing with the F test proves that Leadership, Communication and Emotional Intelligence have a simultaneous effect on Resistance to Change where sig values of 0.00<0.05. So, it can be concluded that H0 is rejected and H1 is accepted.

Kreitner & Kinicki (2014) describes a model of the relationship between three keys as cause of resistance to change. The three keys cause mentioned were the characteristics of the receiver, changing the characteristics of the change agent and the change agent-receiver relationship. The characteristics of the change agent in this study were represented by the Leadership variable, the receiver's characteristics were represented by the Emotional Intelligence variable and the agent-receiver relationship was represented by the communication variable. And these three independent variables proved to statistically influence the behavior of resistance to change.

In theory of Diffusion of Innovation by Rogers (1964) which become main reference in this study mentioned that the role of leadership as an agent of change and also communication influences the acceptance of an innovation or change. In this study it was clear that leadership and communication influence the behavior of resistance to change in hospital’s employees. Leaders who can motivate people to be willing to change through good communication can influence the level of acceptance of change. But the openness of change is also influenced by the employees’ characters itself, named emotional intelligence. Through good emotional intelligence, employees can overcome emotional upheaval in themselves and be more open to organizational change.

**H2: The Effect of Leadership on Resistance to Change at Medika Permata Hijau Hospital.**

Based on descriptive analysis of leadership variables, it is showed that the average value of the leadership variable index was 114 and categorized as High category. The highest index is in the indicator: I will follow the opinion of a unit leader who has a clear goal (index value of 122) and indicator: A good leader is a leader who focuses on results (index value of 122). The two indicators with the highest values are included in the idealized influence dimension of transformational leadership.

The conclusion of the descriptive analysis is that the majority of employees of Medika Permata Hijau Hospital argue that leadership that matches with their current condition is transformational leadership, especially in the idealized influence dimension. Idealized influence is a leader's behavior that can increase followers' awareness of his leader by being a role model for his followers.

In relation with resistance to change behavior, transformational leadership is expected to decrease change resistance. But on the hypothesis test, researchers found that leadership in particular transformational leadership has a positive regression coefficient value and on the test t the probability value t calculates by 0.00 (<0.05) which means the leadership variable significantly positively effects on resistance to change. From these results, it can be concluded that transformational leadership actually increases the resistance to change at Medika Permata Hijau Hospital.

The research conducted by Hoogeboom and Wilderom (2019) mentions that the integration of two leadership models in this case transactional and transformational leadership results in more effective leadership. Robbins & Judge (2018) also argues that the best leaders are transformational leaders. Transactional and transformational leadership complements each other where transformational leadership forms transactional leadership and generates a level of effort from its followers and performance that goes beyond what can only be done from transactional leadership alone.

Based on this, researchers see the need for a joint leadership between transactional and transformational leadership at Medika Permata Hijau Hospital. It is expected that with this type of combined leadership, the resistance to change at Medika Permata Hijau Hospital can decrease so that the process of change that leads to the development of the hospital can run smoothly.

**H3: The Effect of Communication on Resistance to Change at Medika Permata Hijau Hospital.**

Descriptive analysis of communication variables in this study obtained an average value of 92 and categorized as Moderate category. The highest index is in the indicator: The work I am currently doing requires caution (index value is 119). The result seemed to relate to the majority of respondents whose job categories were medical, which required caution in their job.

The result of the multiple liner regression analysis for communication variables is -0.340. The value of this negative regression coefficient means that if communication increases, then the behavior of Resistance to Change at Medika Permata Hijau Hospital will decrease. This is also in line with research conducted by McKay et al. (2013) and Canning and Found (2015) which mentioned that good communication negatively affects change resistance.

However, hypothesis testing with the t test, a sig value of 0.293 (>0.05) was obtained which means that partially communication variable had no significant effect on the resistance to changes that occurred at Medika Permata Hijau Hospital so that H3 was rejected and H0 was accepted.
Based on these results, researchers try to associate the role of communication with the theory of Diffusion of Innovation from Rogers (1964) where the acceptance of an innovation in terms of communication is also influenced by the nature of the communication message of change delivered, whether mandatory or optional. Communication that is mandatory will affect the level of acceptance of a change compared to optional because there is an element of obligation to follow the message of change delivered by the authorized messenger. Communication persuasion to change in the study population led more to optional traits so that it had no significant effect on change resistance.

In addition, the level of resistance to change is also influenced by the change attributes. These change attributes include the benefits of change, compatibility, complexity, trialability and observability of changes perceived by employees. The type of change adopter also plays a role in influencing change communication. From the results of descriptive analysis of resistance to change variable is seen that most employees have been comfortable with the condition of their work that has been going on for a long time (laggard type) which make the message of change not working effectively.

H4: The Effect of Emotional Intelligence on Resistance to Change at Medika Permata Hijau Hospital.

It is known at descriptive analysis of emotional intelligence variable of 134 respondents showed an average index value of 106 and categorized as High category. The highest index lies in the indicator: I feel happy when my friend is celebrating something. Such indicator is one of recognizing other people's emotions dimension in the emotional intelligence theory developed by Daniel Goleman.

From the results of hypothesis testing using multiple linear regression tests, emotional intelligence variables obtained a regression coefficient value of -0.321. This negative regression coefficient value means that if the level of Emotional Intelligence (X3) of employees is high, then the Resistance to Change (Y) at Medika Permata Hijau Hospital will decrease. While based on the results of the test t obtained sig value of emotional intelligence variable is 0.03 (<0.05) which means that the emotional intelligence partially affects significantly the resistance to change in Medika Permata Hijau Hospital.

The results of the hypothesis test in this study are in line with the results of research put forward by Vakola et al. (2014) and Malik and Masood (2015) which states that emotional intelligence affects the acceptance of a change and negatively affects resistance to change. Individuals with good emotional intelligence will be better at responding to a change. Although sometimes the changes that occur are not in accordance with the wishes and mess with his "comfort zone", a person with good emotional intelligence can overcome the emotional upheaval in him and accept the change with an open attitude.

V. CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

A. Conclusion

The results of F test show Leadership, Communication and Emotional Intelligence variables simultaneously have a significant effect on resistance to change variable where leadership variables, particularly transformational leadership, show a positive effects on resistance to change, while communication and emotional intelligence variables have a negative effect on Resistance to Change. This means that to suppress resistance to change behavior in the Medika Permata Hijau Hospital requires a combination of transformational-transactional leadership types, good communication between management and employees and a high level of emotional intelligence from Medika Permata Hijau Hospital employees.

B. Managing Implications

Based on the results of this research that has been obtained, the efforts that can be done by the management and leadership of the hospital are as follows:

1) Leadership Style

Researchers suggest a type of leadership that is integrated between transformational and transactional. This transformational-transactional leadership is complementary leadership. The goals of change and the role of employees are explained in a focused manner through transactional leaders. Once employees understand the purpose of change and what role it plays in the changes taking place in hospitals, leaders display a transformational leadership side by inspiring and shaping employee awareness to put their egos aside to achieve desired change goals. Beneficial for the development of the hospital.

2) Communication

The messages of change should be communicated properly and ensure that no interference occurs during the process. The message of change must also be conveyed by a leader or change agent who is flexible in conveying the message of change. The last point that is no less important is that management also needs to ask for feedback from employees after the change message is delivered to ensure that the message received by the recipient of the message is the same and appropriate.

3) Emotional Intelligence

Individuals with high intelligence do not necessarily have high emotional intelligence as well. So that the potential reaction of resistance to change will still be able to take place if the recruitment system still uses the old way. The benefits of high emotional intelligence are also known to be related to work motivation, effective communication, great empathy and openness to constructive advice and criticism. Therefore, the addition of an element of emotional intelligence in the recruitment system in Medika Permata Hijau Hospital is something that can be constructive for hospital development in the future.

4) Culture of Openness and Freedom to Express the Opinion

The culture of openness and freedom to express the opinion can range from the smallest units to top management in hospitals. The head of the unit must begin to familiarize the culture of openness and freedom to express the opinion in the unit's regular meetings. The head of the unit should be able to accept for any constructive advice and criticism expressed by his staff so that the staff is comfortable and brave to express their opinion. From this openness, staff can express their considerations and objections in the proposed changes,
acceptance process or adaptation to changes. Furthermore, the head of the unit together with the staff looks for the best solution how the changes requested by management can be optimally adapted and applied in his unit.

5) Routine Monitoring and Evaluation

Through this monitoring and evaluation activity, management can measure whether the change process has been gone effectively or not. In addition, hospital management can also act quickly if there are obstacles in the implementation of changes and find the best solution. The management’s commitment to monitor and evaluate is indispensable in the process of change and suppressing the reaction of resistance to change. The results of monitoring and evaluation should also be shared with hospital employees so that employees feel that the changes they make turn out to be a positive impact on the hospital and the employee's own performance.

From the results of the analysis and conclusions, researchers try to give some advice:

1) Implicit resistance to change that occurs in hospitals must be addressed immediately by management because it can decrease employee motivation and performance. Management has to create a culture of openness and freedom to express the opinion as well as increasing trust at the employees that management will find the best solution.

2) Hospital leaders and unit leaders must be equipped with knowledge of leadership, both transformational and transactional leadership, which can later be applied to overcome resistance reactions to staff changes under them.

3) The communication process between management and employees should be done more frequently and based on data. Regular weekly or monthly meetings need to be held to give employees an idea of the condition of the hospital and foster a sense of belonging to hospital employees. In addition, whenever there will be changes must be communicated first with employees and provide an opportunity to give an opinion on the changes to be made.

4) Management should be open in providing information about the results of monitoring and evaluation of changes that have been implemented so that employees feel that the changes received and done are beneficial for the development of the hospital and itself.

5) Send some staff periodically to renew their knowledge. Through this increase in knowledge, it is expected that awareness and openness to change will increase and these staffs can become agents or pioneers of change for hospitals.

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