



## Effectivity of management events with Integrated System Organization Rumah Sakit Dr. Oen Kandang Sapi Solo

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Submitted: April 2022

Reviewed: December 2022

Publish: September 2022

### Abstract

**Background:** To provide information on health services and education, hospitals require marketing communication, one of which is event. Along with era development, hospitals are required to make fast and precise movements, so that performance is efficient and effective to achieve the success of events. President Director of RUMAH SAKIT Dr. OEN KANDANG SAPI SOLO (Droenska) decided to establish the Hospital Event Committee in 2019 with Integrated System Organization Dr. Oen kandang sapi (ISO DOI) to replace the role of the event committee which is formed in every events. **Materials and method:** Qualitative descriptive research was used. The research datas were obtained through in-depth interviews with 17 informans who are choosen by purposive sampling selection method at the Hospital Event Committee in 2019–2020. Then it is formulated with the study of proposal recapitulation data as well as liability sheet (LPJ) in 2019–2020. **Results:** Component and function of Hospital events committee already fulfilled the standard of Event Organizer (EO). The concept of events is quite good and clear. Coordination between the committees of events is inadequate due to a lack of communication and initiative. The event went smoothly and also there were no obstacles that led to the failure of the event, although there were still some shortcomings. Some of the event committees have not evaluated and given accountability (LPJ). **Conclusion:** The completeness of EO component's and work function's already exists and running on the Hospital Event Committee (ISO DOI). Events held by hospital with ISO DOI committees become more organized, effective, and efficient, but the function of coordination and evaluation must be improved. ISO DOI is potensial to develop as an event organizer that manage events with partners so that it can be additional revenue for Droenska.

**Keywords:** *Event organizer, hospital events management, integrated system organization*

## 1. Introduction

To provide health care information and education, hospital conducts various events, either for internal participants (employees) and external (public), which are routine and incidental. Hospitals are required to make fast and precise movements to organizing events. However, this speed and accuracy must be followed by efficient and effective performance to achieve the success of events and avoid deviations in realization (1) so that the quality of hospitals can improve continuously.

Droenska manages various events that held independently, without using the services of event organizers (EO – third parties). The financial impact is one of the advantages for hospitals, which is more efficient. In addition, with active participation at events, it is expected that the hospital's community can make the culture of hospital, internal marketers, as way of life because intangible marketing assets are crucial factors for hospital to be able to embrace customers (2).

In 2018 Droenska has held 58 events managed by the Hospital Event Committee 2018. This committee consists of personnel appointed by the Directors, who are considered able to manage various major hospital events. The President Director of Droenska considers it was necessary to create ISO DOI for handling events management which held by the Hospital. The ISO DOI committee is also intended to monitor the implementation of Good Corporate Governance (GCG) in each event especially event with sponsorship, so that hospital events can run following applicable rules and regulations (3).

Events need to be managed in an organized and integrated strategic plan of a company, in line with the process of crisis management to be able to force the development of the times, globalization, technological complexity, and various risk threats (4). Therefore, it is necessary to monitor and evaluate how effective (cost, man, time) the management of events with the ISO

DOI. Events need to be managed in an organized and integrated strategic plan of a company, in line with the process of crisis management to be able to force the development of the times, globalization, technological complexity, and various risk threats(4). Therefore, after the Decision of the President Director is determined and implemented, of course, it is necessary to monitor and evaluate how effective (cost, man, time) the management of events with the ISO DOI.

## 2. Materials and Methods

The qualitative descriptive research design was used in this study to evaluate the effectiveness of hospital events management with the Integrated System Organization Dr. OEN KANDANG SAPI SOLO (ISO DOI). The research data was obtained through in-depth interviews with 17 informants selected by purposive sampling method in the population of the Hospital Events Committee in 2019-2020. The informants consist of 2 Directors of the Hospital, 11 person of Steering Committee (SC), and 4 persons of Organizing Committee (OC). SC and OC consist of various background, not only the head of units, but also the staffs.

The author has a professional background as a Public Relations that she used to handle many events. The interview questions were arranged according to the research objectives to evaluate the effectiveness of managing events with ISO DOI. The validity and reliability of research are based on truth value, applicability, consistency, and neutrality(5). Therefore, in-depth interviews are conducted systematically, comprehensively, and supported by secondary data obtained from the recapitulation of proposals and LPJ hospital events from 2019 to 2020. The research was conducted at Dr. OEN KANDANG SAPI SOLO Hospital. In-depth interviews and secondary data retrieval began after obtaining ethical clearance (Ref. No: KE/FK/0431/EC/2021) from the Ethics Commission of FKMKM UGM.

Table 1: Characteristic of Study Participants

Code	Employment Position	Period of Employment (years)	Role in ISO DOI	ISO DOI committee		As Committee Hospital before 2019
				Year	Duration	
Participant 1	Pratitioner of Public relation and Marketing	2,5	Publication, documentation	2019 - present	>1	√
Participant 2	Pratitioner of PSDM Training	18	Registration section, Scientific Section, Events Section	2019 - present	>1	√
Participant 3	President Director	27	Coach	2019 - present	>1	√
Participant 4	Director of Finance	36	Coach	2019 - present	>1	√
Participant 5	Nursing Committee Chairman	32	Head of OC (IHT Nursing)	2019 - present	>1	√
Participant 6	Head of Finance Section	31	Treasurer	2019 - present	>1	√
Participant 7	Head of Secretariat Sub-Section	28	Secretary	2019 - present	>1	√
Participant 8	Implementing Technology Sub-Section Information & Operators	21	Equipment, Decoration & Facilities Section	2019 - present	>1	√
Participant 9	Head of Nutrition Installation Sub Section	3,5	Consumption section	mid of 2019 - present	>1	√
Participant 10	Head of the Security Sub-Section	11	Security section	2019 - present	>1	√
Participant 11	Head of Electrical Sub Section & Electromedical	19	Equipment, Decoration & Facility Section	2019 - present	>1	√
Participant 12	K3RS Committee Member	4,5	OC, Events Section	2019 - present	>1	√
Participant 13	S3DOI Club Administrator	18	OC, Events Section	2019 - present	>1	√

Participant 14	Head of Public Relations Section, Marketing, and Law	7,5	Chief SC	2019 present	-	>1	√
Participant 15	Sub Section Executor Electrical & Electromedical	5	Equipment, Decoration & Facility Section	2019 present	-	>1	√
Participant 16	Head of Facility and Infrastructure Sub-Section	5	Equipment, Decoration & Facility Section	2019 present	-	>1	√
Participant 17	Facility of Executor Infrastructure Sub-Section	5	Equipment, Decoration & Facility Section	2019 present	-	>1	√

Table 2. Topic Guide

Topic	Questions
Event Concept	How has the event concept been drafted since 2019?
	How has the committee coordination been going since 2019?
	How is the control and role of the committee in event since in 2019?
	How has the event been carried out since 2019?
Evaluation	How has the event evaluation been carried out since 2019?
The advantages and the disadvantages	What are the advantages of ISO DOI?
	What are the disadvantages of ISO DOI?
Experience	Has the respondent ever been as a committee on Hospital event before 2019?
	What do respondents expect from the current event management system?

### 3. Results

In 2019 Droenska began using ISO DOI for the management of hospital events. The task of the event committee is attached to the job desc in every work unit following their respective fields. Droenska has 103 agendas and can be realized 89 events in 2019.

In 2020 Droenska has 70 agendas and can be realized 32 events with adjustments for several events from the initial plan for being hold due to the COVID-19 pandemic. The more events established with customers, the more attached hospital to the customer. Being top of mind is such an important thing to reach customers, customers satisfaction, and customers will be willing to refer to others (2,6). Various events held by Droenska are educational, informative, competitions for the general public and hospital employees, and training (In House Training) to improve the knowledge and skills of hospital employees. With a high quantity of events, effective management of hospital events is required, so that the committee can perform efficiently and benefits can be obtained optimally by the organizers and participants.

Informants in this study were 17 people who played big roles in ISO DOI. 9 of them are structural officials of the Hospital, 5 functional employees from various Sub-Sections, 1 Committee Chairman, 1 Committee member, 1 Hospital Club administrator.

The effectiveness of the organization can be assessed with a variety of approaches. One of them is system approach that implies that the organization consists of interconnected subsections. If one of the sub-sections has a poor performance, it will have a negative impact on the overall performance of the system (7). With ISO DOI, hospital management becomes more targeted because of SC that integrates

events so that there are no repetitive events with the same theme. Each section in the ISO DOI committee cooperates for the implementation of events, ranging from the preparation stage, implementation, to accountability by their fields such as routine work that has been running daily. Based on the statement conveyed by the statement submitted by the Chairperson of the SC, the Events Section (Training, and K3 Committee Members) showed a lack of coordination caused by a lack of communication and individual initiative, making the ISO DOI committee at risk of obstacles that must be corrected immediately so that they don't get worse, which can then have an impact on the failure of the event management system. In addition, this can lead to poor overall team performance to the point where the ISO DOI committee becomes ineffective.

Another approach of organizational effectiveness is a strategic constituency approach. The organization is said to be effective when it can meet the demands of constituents within the organization (7). Interested groups will compete for control of resources. With a constituent approach, ISO DOI can be said to be effective when it can control existing resources to be able to organize hospital events properly. According to the Chairman SC, Secretary of the committee, Main Director, Chair of OC (Committee Chair Nursing), Consumption Section, Events Section (Deputy Club Chair S3DOI), Equipment, Decoration and Facilities Section, for two years the ISO DOI committee has demonstrated its ability to control existing resources in the hospital, so that the implementation of various events can run well, there are no failed events that cause complaints from customers and hospital management.

#### 4. Discussion

Based on information obtained from informants ISO DOI has many advantages. The most felt is in terms of time and cost efficiency because there are no repeated meetings so the cost of supporting events such as meeting consumption is also minimal. Procurement of events is more controlled because there is an SC Committee that integrates hospital events.

With the committee function carried out by the work unit under the field, this helps the implementation of events because it is carried out by those who have mastered the field. The work unit is responsible for the committee of events so that it is encouraged to maintain the work performance of its units, and the individual in charge can also be assessed for its work performance to be considered in the assessment of employee performance every three months.

The event is one part of the main daily work and there is no additional remuneration attached to the job description of the work unit of the event committee. Therefore, it is also one of the differences between ISO DOI and EO. EO is a professional team that specializes in managing events, while the ISO DOI committee manages events as one of its various jobs, where the main job is the healthcare industry. Therefore, in terms of frequency, when compared to a year, events managed by ISO DOI are not as much as those organized by EO that can manage hundreds of events in a year. Moreover, in terms of funding, the ISO DOI Committee organizes events under the principle of YKPK, namely not-for-profit, so that the frenetic events held are not as large as those held by EO in general, although the events get support from cooperating partners.

Every employee of the Hospital has the opportunity to participate in the events of the Hospital. The one in charge of the event committee can be adjusted to the workload and work schedule in the work unit according to the consideration of the head

of the work unit, so as not to interfere with the operation of daily work. With active participation in events, the hospital's community can implement the culture of hospitals, internal marketers, as a way of life. Intangible marketing asset is an important factor for hospitals to be able to embrace customers (2).

Besides the culture reflected in the product image, brand strength is also an intangible marketing asset that can be developed through the implementation of events. Public relations can improve the brand image. This should be the consideration of the leaders in the Hospital to develop strategies to maximize the brand image and improve work performance (8). The more events held by the Hospital, the more interaction between the hospital and customers, the stronger the brand of the hospital. Thus, hospitals can be more likely to reach customers and strive to provide satisfactory services, until finally, customers refer to the hospital services.

Resources (physical, financial, personnel, and organization) and the ability to manage resources are very important to be able to get optimal results. Some expert opinion states that intangible assets affect the market more and the success of companies to attract customers, compared to tangible assets (products, inventory, computers and networks, software). Marketing and efficiency are important keys in the company's performance and idea development to approach customers to be able to get customer satisfaction, win brand equity, and get customer loyalty. Efficiency for intangible marketing assets has a greater impact than operational efficiency, in terms of marketing events, which can increase consumer's awareness, hospital reputation, and hospital familiarity with customers (2).

One of the standards already in ISO DOI is the standard cost of organizing events that are made detailed for each item. This has a positive impact on uptime efficiency. The Finance Director no longer has to check one by one the event budget. In addition,

the existing pricelist also gives a social impact that is no longer the impression of event more luxurious than others.

By managing events in hospitals independently by the ISO DOI Committee, without the use of third-party services (EO) is also considerable cost efficiency. The cost of using EO services is greater than using existing resources in hospitals, although it has never been compared directly in nominal rupiah because Droenska always manages its events independently. Droenska considers its resources to be quite capable in quality and quantity. By managing events by internal resources, the "spirit" of the activity can also better reflect the value and culture of Droenska.

Events held by the ISO DOI committee starting in 2019 have been submitted at the end of 2018, so that the Hospital Budget Plan is clearer, not much extra budget or substitution with other budgets to hold events. The cost of organizing events is also more efficient because there is no ritual of formation – dissolution of the committee at each event. Cost, energy, and time efficiency in the management of events in hospitals play an important role in the development of hospital performance. Improving efficiency is an important goal of managers and policymakers. Improved efficiency is central to the development of hospital and health system performance and is the goal of the hospital's organizational change efforts (9).

The shortcomings of the Hospital Events Committee (ISO DOI) are mainly in terms of coordination and evaluation. This is possible due to changes in the management system of hospital events from the previous long-running and the absence of guidelines or Standard Operational Procedures, so it still needs to be improved understanding, communication, and initiative of each work unit.

There is a presumption that many events are conducted in a Public Relations and Marketing Sub-Section, not in line with the expectations of the President Director. It

is expected that with this ISO DOI all events carried out are hospital events, not just the events of one work unit such as the old committee system, where the event committee was formed by the initiator of the idea of the event and disbanded after the activity was completed.

Planning and implementation of effective and efficient events can bring benefits to the Hospital. The more often the hospital conducts events, establishes interactions with customers, the more attached it will be to customers. Being top of mind is important to be able to reach customers, customer satisfaction, and the willingness of customers to reference<sup>(2,6)</sup>. This is what underlies Droenska holding various events and paying attention to its management to obtain maximum marketing benefits.

ISO DOI committee can meet the needs of hospital events for education, information, and promotion. It has the potential to be developed as an EO of events with third parties (IDI, PPNI) who want to organize events with Droenska, and it can be an additional revenue for hospitals.

Events in Droenska can be led by the Steering Committee (SC) or Organizing Committee (OC) in accordance with the concept of events. Poor management of events can bring negative opinions in society both socially, culturally, and politically (1). To achieve the success of the implementation of events, the event manager must ensure concept and coordination at the pre-production, control and culmination at the production stage, as well as a closeout at the post-production stage, is well-executed (10–12). Events can be successful if it well prepared, the event committee is formed with appropriate personnel, there are regular meetings of the committee to prepare events, using the Gantt Chart as a guide for working time, promotion, and availability of adequate logistics (13).

The concept of events in Droenska is prepared by each OC and SC committee which is then reviewed by the Chairman of

SC, and when it is in accordance with the budget provisions (pricelist) it will be forwarded to the President Director and Finance Director for the approval process of the event proposal. From 2019 to 2020 the proposal of events received by the Chairman of SC is quite good and clear. Preparation of events that must be coordinated among others, including: finance, equipment, place, decoration, audio, lighting, cleanliness, transportation, accommodation, consumption, and publication (12). In terms of coordination between ISO DOI committees in preparation before the event, there are still some shortcomings caused by a lack of communication and initiative.

The keys of running events are the role and control of the committee so that it can reach the top of the event (culmination) successfully (12). During 2019 – 2020 the events went smoothly and there were no obstacles that led to the failure of the event.

## 5. Conclusion

Conceptually all EO components already exist and are operationally running in ISO DOI. In the pre-production stage, the concept of events is quite good and clear. However, coordination between the committees in preparation before the event took place were still shortcomings caused by lack of communication and initiative. At the production stage, the event went smoothly and there were no obstacles that led to the failure of the event. Nevertheless, there were still some shortcomings felt by the committee in the field directly. In the post-production stage, some event committees have not evaluated and provided LPJ, accountability of events more leads to documents, and evaluation from the SC Committee to the OC Committee as the executor of events does not exist yet. With the ISO DOI the events held by Droenska become more organized, effective, and efficient, but the function of coordination and evaluation must be improved. ISO DOI is potential to develop as an EO that manage

However, in some events, there are still some shortcomings felt by the committee in the field directly. Activities should be managed in an organized and integrated strategic plan of a company, in line with the crisis management process (4).

In ISO DOI committee, several event committees have evaluated and collected accountability reports (LPJ) of activities that are their responsibility. However, there are still some event committees that have not evaluated and provided LPJ after the activity. Evaluation from the SC committee to OC committee as the organizer of the event has also not been implemented. Evaluation from the board of directors as the supervisor of the ISO DOI committee has also not been carried out for a period of 2 years. What should be done after the event is an evaluation for all team members and also the appreciation of the work that run well (12).

events with partners so that it can be additional revenue for Droenska.

A guide to Hospital Event Management is required. Events should be managed in an organized and integrated strategic plan of a company. Hospital can develop event plan for one year ahead at the end of the previous year along with the strategic plan that want to be achieved for the next year. Strong coordination between the committees of event is required in preparing, implementing, and accounting for the event carried out. After the event take place, it should be evaluated for all members of the event committee. Appreciate the work that went well. If there is a bad part, it must be conveyed to the team member to be input for improvement in the next event. Benchmarks of successful event are namely success in packaging and the continuity of event, branding, profit, and achievement of event objectives. To be able to achieve, it is necessary to understand from the entire committee team, so it is necessary to socialize the hospital event



management system at least once a year, at the end of the year in preparation for the implementation of the next year's events, as well as evaluation of the events that have been running for one year.

#### 6. Conflict of interests

The researcher declares that there is no conflict of interest in the research, authorization and/or publication of this article.

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