

# Emotional Intelligence, Integrated Supply Chain Management, Employee Commitment and Creative Behavior in Indonesian Hospitals

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# Emotional Intelligence, Integrated Supply Chain Management, Employee Commitment and Creative Behavior in Indonesian Hospitals

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**Abstract**-The purpose of this study is to examine the relationship between emotional intelligence (EI), employee commitment (EC), psychological well-being and employee creative behavior. This study investigated that how EI alter EC and employee creative behavior. Employee creative behavior is lacking among the employees of health organizations in Indonesia, that is the reason health organizations were selected in this study. Therefore, population of the study is based on health organizations of Indonesia. Data were collected from doctors by distributing questionnaire. Total 340 responses were utilized in the current study to collect the data. By using Partial Least Square (PLS), it is found that EI has crucial role to promote employee creative behavior with the help of EC and psychological well-being. EI and psychological well-being have positive effect on EC. Moreover, EC has positive effect on employee creative behavior. Furthermore, EC and psychological well-being are playing the role of mediation and moderation, respectively. Besides, our study also found that there is a significant and positive impact of integrated supply chain management practices on the creative behavior of the employees in hospital sector of Indonesia.

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**Keywords:** Health organization, emotional intelligence, employee commitment, psychological well-being, employee creative behavior, integrated supply chain.

## 1. Introduction

Health organizations are always important for the well-being of society. Every country has major focus on these organizations to take care of journal public. For the safety of people due to different diseases, the health organizations have key contribution. These organizations are basic requirement of every country. The proper working, maintenance and good performance is always important for these organizations. Because the health of general public is

always important. Therefore, health organizations are always important for the country [1].

For proper working of health organizations, for instance, hospitals, the performance of employees is important. Especially, the performance of doctors is key to the success of these organizations. Although, all the employee is important for hospitals, however, the performance of doctors is key to the success. As it is highlighted for the studies that performance of employees is most important in this organization [2]. More specifically, the performance of doctors is key to the health organizations [3]. Decrease in the performance of doctors decreases the performance of health organization which will also disturb the doctor's and patient relationship which is unique in various health organizations performance.

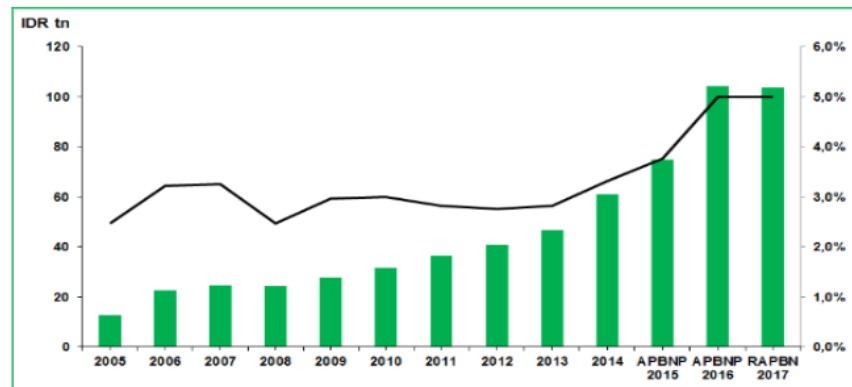
However, Indonesian hospitals are facing different issues in the performance of doctors. Low performance of doctors has effect on the company performance. Doctors in the hospitals have not creative behavior. These employees are unable to innovate something new and just stick with the old system. Therefore, doctors in hospital are running the hospital on conventional way and lacking to introduce new technology. This issue is very threatening among the hospitals which has considerable effect on hospital performance. As the performance among hospitals is most important [4] because it has direct relationship with the patients. As the lives of people is always important, therefore, in this matter the performance of doctors is key to save the lives of patients. That is the reason study of this field is most important worldwide. Now the Indonesian government is focusing heavily on health industry as shown in Figure 1.

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**Figure 1.** Government Healthcare Budget to State Expenditure: Indonesia

Source: Nomura, "ASEAN Consumption", as of 20 January 2017

Employee creative behavior is key to the employee performance [5] which is lacking in doctors. Therefore, this study analyzing different factors which effect on employee creative behavior. There are number of factors which has influence on employee creative behavior. However, this study is limited to the three major factors. These factors include; emotional intelligence (EI), employee commitment (EC) and psychological well-being. All these factors have significant influence on doctor's performance in hospitals through EI, psychological well-being and EC.

Number of studies have evaluated the role of employee creative behavior among various organizations [5, 6], however, the role of employee creative behavior among the hospitals is not discussed. More specifically, as previous studies discussed employee creative behavior in literature, but this context is not discussed in Indonesian hospitals. In this direction, the current study has significant potential to solve the issues of employee creative behavior among the Indonesian hospitals by filling the aforementioned literature gap. Therefore, it is quite important to highlight employee creative behavior among the hospitals of Indonesia to increase doctor's performance. As discussed above, employee creative behavior has relationship with EI, EC and psychological well-being.

EI, EC and psychological well-being has important role in organizations [7] which is not discussed in hospitals in relation to the employee creative behavior. Hence this study examines the relationship between EI, EC, psychological well-being and

employee creative behavior. This relationship is much important for the hospital to enhance hospitals performance by increasing the performance of doctors. In this way, purpose of this study is to examine the relationship between EI, EC, psychological well-being and employee creative behavior.

This study examined psychological well-being as moderating variable between EI and EC. Various studies examined psychological well-being [8, 9], however, none of the study used psychological well-being as moderation variable. It is expected that moderating effect of psychological well-being will increase the positive effect of EI on EC, in this way, psychological well-being is helpful to enhance the employee creative behavior which will automatically increase the hospitals performance.

This is important study which examined the relationship between EI, EC, psychological well-being and employee creative behavior to support hospitals performance by resolving the issue of employee creative behavior. Additionally, our study highlights the role of integrated supply chain while determining the employees' creativity in the hospitals of Indonesia. Hence, first section of this study is based on introduction, second section is based on the review of literature. In second section, hypotheses are developed with the help of previous studies. The third section of this study is based on the methodology which describes that how this study is carried out and get the final results. Fourth section of this study is based on the data analysis and findings which Partial Least Square (PLS) is used The fifth section is

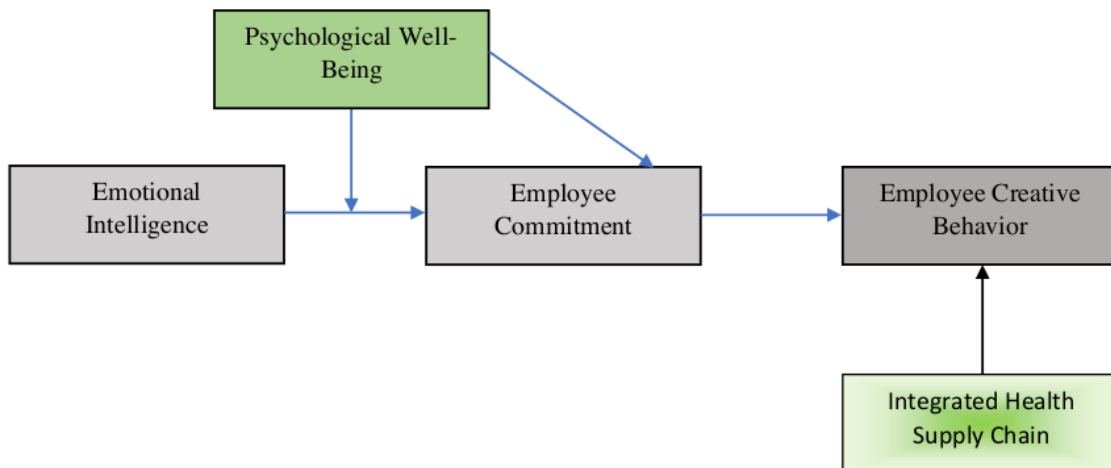
based on the conclusion and implications of the study. Finally, the last section is based on the limitations and future directions.

## 2. Literature Review

Employee behavior is described as an employee's response to a specific situation at workplace among the organizations. Employees want to behave wisely at workplace not only to gain gratitude and admiration from others however also to preserve a healthy work culture in organization. One requirement to adhere to the rules as well as regulations of workplace. Employee behavior always have contribution to the different organizations [10]. On the other hand, employee creative behavior can be defined as the employee's response to a specific situation at workplace to do something creative, bring something new into the product, service or process. As the creativity among the employees is most important for employee performance [11]. There is an important relationship between employee creativity and employee performance [12]. Increase in the creativity increase the performance of

employee. Therefore, creativity lead to the higher performance among organizations. Especially, in health originations, for instance, hospitals; creativity is most important which is majorly linked with doctors. In hospitals, doctors should be creative. As the creative mind always bring something new to the organizations, however, the mind which is not creative generally remain working on conventional methods of working.

Hence, the employee creative behavior is most important in hospitals. Particularly, it is important in Indonesian hospitals where the performance of employees is low. There are number of factors effect on the employee creative behavior, however, this study is limited to the EI, EC and employee creative behavior. Figure 2 shows the relationship between EI, EC, psychological well-being and employee creative behavior. Therefore, this study proposed numerous relationships among these variables which are discussed below.



**Figure 2:** Relationship between emotional intelligence, employee commitment, psychological well-being and employee creative behavior, and between integrated health supply chain and employee creative behavior

The overall model has been further examined in two phases. Firstly we examined the relationship between emotional intelligence, employee commitment, psychological wellbeing and employee creative behavior. Secondly, we determined the direct

relationship between integrated health supply chain on employee creative behavior. The first part of the model is analyzed while applying the structural equation modelling approach in Smart-PLS whereas the second part of the model is observed while taking

the integrated health supply chain as main observed construct for employee creative behavior. The results are provided under two different phases.

### 3. Emotional Intelligence and Employee Commitment

EI is the capability to comprehend and handle one's own emotions, and those of the other people around. Individuals with a more degree of EI know what they're exactly feeling. Moreover, EI, the concept of emotional leadership (EL) and the concept of EI quotient (EIQ), is the competency of a person to recognize their own feelings and those of other people around, differentiate between dissimilar feelings as well as label them correctly, use sensitive information to lead thinking along with behavior, and handle and/or regulate emotions to adjust to environments or attain one's goal. In the hospitals, EI or capability to comprehend and handle one's own emotions is most important because in the hospital's doctors deal with the hundreds of employees on daily basis. These patients generally have high emotions which control their thinking. Due to dealing of hundreds of patients on daily basis, the doctors also become emotional which causes to influence the performance. Hence, the role of EI is most important among the hospitals [13, 14].

EC denotes as the attachment that an organization employee has on their respective organization due to which their experiences. It could be indicated the level of satisfaction, as well as engagement among various employees. It is vital to measure EC since it is an important element in success of organization. Therefore, EC is an important element of performance [15]. Increase in the EC increases the employee performance. However, decrease in the EC decreases the employee performance. Therefore, commitment is another element of employee creative behavior. Any change in EI has direct effect on EC. The relationship between EI and [11] is discussed in previous studies [16]. Therefore, following hypothesis is proposed;

**Hypothesis 1:** EI has positive effect on EC.

#### Employee Commitment and Employee Creative Behavior

As mentioned above, employee behavior is described as an employee's response to a specific situation at workplace among the organizations. In this sort of behavior, if we include the element of creativity, it becomes employee creative behavior which is influenced by EC. Increase or decrease in EC has direct influence on employee creative behavior. In this direction, Cha and Park [17] highlighted a significant relationship between commitment and employee creative behavior. Committed employee always perform better which causes to increase performance. In case of hospitals, commitment is also necessary element to enhance the doctor's performance. Few previous studies also highlighted a relationship between commitment and behavior [3, 18]. The mediation effect of EC was examined by following the instructions of Baron and Kenny [19]. There relationship between EC and creative behavior is given in below hypothesis;

**Hypothesis 2:** EC has positive effect on employee creative behavior.

**Hypothesis 3:** EC mediates the relationship psychological well-being and employee creative behavior.

#### Psychological Well-being and Employee Commitment

The third elements which contribute towards employee creative behavior is psychological well-being. Psychological well-being comprises of positive associations with others, personal mastery, independence, a sense of determination and meaning in life, and personal growth as well as growth. Psychological well-being is achieved by attaining a state of balance affected by both challenging and worthwhile life events. It is one of the major element which has influence among various organizations [20]. Moreover, psychological well-being has considerable influence on EC. Any change in psychological well-being causes to alter the level of EC. Number of studies has proven the relationship between psychological well-being and EC [21, 22]. Additionally, the moderation effect of

psychological well-being is also proposed. Hence, following hypothesis are proposed;

**Hypothesis 4.** Psychological well-being has positive effect on EC.

**Hypothesis 5.** Psychological well-being moderates the relationship between EI and EC.

In addition, our study has tested the **impact of integrated health supply chain on the creative behavior of the employees**. Earlier studies have examined the role of integrated supply chain in health sector in different perspective. This fact provide the outcomes that supply chain management in health sector deals with the information, supplies and finances as involved with the supply of goods and services to health sector. Different modes of integration in supply chain management of hospital industry are found in the present literature. These are under the title of integration and coordination of the process, flow of information, planning process, integration of inter and intra organizational process, integration of different market approaches, and finally the integration of market development [23, 24]. All these factors are playing a key role in determining the integrated supply chain management even in the hospital sector too. Meanwhile, the creative behavior of the employees has many determinants. However, existing literature is lacking while examining the relationship between integrated supply chain and employees creativity. Therefore, we have developed an additional hypotheses which is also tested.

**H6:** integrated supply chain has a positive impact on employee's creativity.

#### 4. Research Method

This study involved one independent variable, one mediating variable, one dependent variable and one moderating variable. Therefore, this study examined the relationship between EI as independent variable, EC as mediating variables, employee creative behavior as dependent variables and psychological well-being a moderating variable between EI and commitment. EI is measured based on the emotional attachment of employees with the organization. Emotional attachment with the organization objectives and hard work. EC is measured that how

much committed the employee with their job. The commitment of employees with job duties and the commitment of employee to achieve the organizational goals. Employee creative behavior is measured that how much employee want to create something new. The behavior of employee to bring new ideas for the employee. It is also measured in respect to the employee's involvement in organizational innovation activities. Finally, the psychological well-being is measured through employee welfare with respect to the concerned organization in which they perform their duties.

All the above mentioned variables were measured by using a **quantitative research approach**. Quantitative **research approach is suitable to test the hypotheses**. Population of the **study is based on health organizations of Indonesia**. Employee creative behavior is lacking among the employee of health organization in Indonesia, that is the reason health organizations were selected in this study. Government and private hospitals were selected in this study and data were collected from the doctors. Only the doctors were involved in the data, no other staff including nurses were not the part of this study.

Total number of 600 questionnaires were distributed among the doctors of public and private hospitals. Population was spread on a wide area as the Indonesia is a large country and this study tried to cover the whole Indonesia. To cover the maximum area, area cluster sampling is suitable technique [25, 26], therefore, this study used area cluster sampling for data collection. From total 600 questionnaires, 350 doctors returned the questionnaire. Among these 350 questionnaires, 10 doctors did not fill the data properly, therefore total 340 were used in this study. After the collection of data from doctors, it was entered in to the excel sheet and used for data analysis. Before analysis, data were evaluated to fix the mistakes which is given in Table 1. Table 1 highlighted missing value, outlier, mean and median. Data screening was carried out based on the recommendations of previous studies [27].

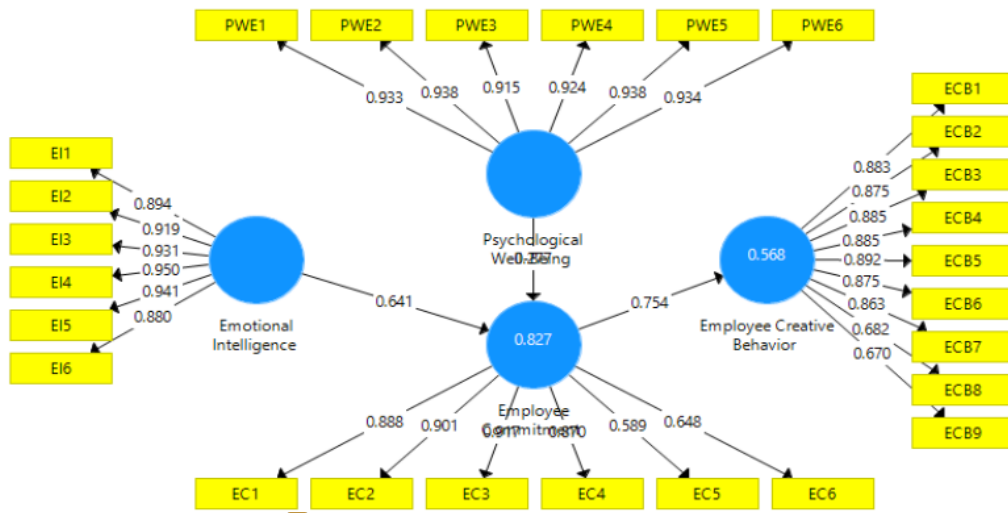
Table 1. Data Screening

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
10							1.69		
EI1	1	0	3.344	4	1	7	2	-0.74	0.243
EI2	2	0	3.421	4	1	7	1.88	-0.849	0.309
							2.01		
EI3	3	0	3.4	3	1	7	1	-1.118	0.347
							2.03		
EI4	4	0	3.292	3	1	7	9	-0.981	0.451
							1.94		
EI5	5	0	3.303	3	1	7	2	-0.91	0.448
							1.69		
EI6	6	0	3.405	3	1	7	9	-0.679	0.354
							1.90		
PWE1	7	0	3.379	4	1	7	5	-0.892	0.333
							1.86		
PWE2	8	0	3.379	3	1	7	7	-0.926	0.36
							1.89		
PWE3	9	0	3.41	4	1	7	6	-0.883	0.32
							2.01		
PWE4	10	0	3.354	3	1	7	4	-1.098	0.354
							2.02		
PWE5	11	0	3.451	3	1	7	8	-1.063	0.333
							1.90		
PWE6	12	0	3.323	3	1	7	9	-1.048	0.319
							1.85		
EC1	13	0	3.426	4	1	7	6	-0.811	0.356
							1.83		
EC2	14	0	3.205	3	1	7	1	-0.835	0.34
							1.99		
EC3	15	0	3.405	4	1	7	1	-1.054	0.273
							1.85		
EC4	16	0	3.318	3	1	7	1	-0.995	0.259
							2.23		
EC5	17	0	3.051	2	1	7	9	-0.879	0.772
							2.26		
EC6	18	0	2.928	2	1	7	6	-0.858	0.807
							2.19		
ECB1	19	0	3.082	2	1	7	9	-0.868	0.75
							2.14		
ECB2	20	0	2.99	2	1	7	1	-0.726	0.794
							2.33		
ECB3	21	0	2.974	2	1	7	5	-0.951	0.808
							2.22		
ECB4	22	0	3.041	2	1	7	8	-0.846	0.776
ECB5	23	0	2.949	2	1	7	2.4	-1.007	0.808
							2.10		
ECB6	24	0	2.846	2	1	7	7	-0.468	0.938
							2.23		
ECB7	25	0	3.026	2	1	7	1	-0.813	0.855
							1.47		
ECB8	26	0	3.487	4	1	6	9	-1.044	0.059
							1.65		
ECB9	27	0	3.415	4	1	6	7	-1.374	-0.041
							1.62		
ISCM	28	0	3.52	4	1	6	1	-1.035	-0.047

## 5. Data Analysis and Findings

This study observed the relationship between EI, psychological well-being, EC and employee creative behavior. For this purpose, data were analyzed through Partial Least Square (PLS) which is recommended by number of studies [28]. Reliability and validity for all the constructs were measured by

using PLS. EI are measured through six items. EC was measured with six items. Psychological well-being is measured through six items and finally, employee creative behavior is measured through nine items. PLS algorithm is given in Figure 3. This are shows the factor loadings. Moreover, Table 2 shows the factor loadings which is above 0.5 for all items. It shows the internal item consistency.



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**Figure 3.** Confirmatory Factor Analysis (CFA)

**Table 2.** Factor Loadings

	EI	EC	Employee Creative Behavior	Psychological Well-Being
EC1	0.888			
EC2	0.901			
EC3	0.917			
EC4	0.87			
EC5	0.589			
EC6	0.648			
ECB1		0.883		
ECB2		0.875		
ECB3		0.885		
ECB4		0.885		
ECB5		0.892		
ECB6		0.875		
ECB7		0.863		
ECB8		0.682		
ECB9		0.67		
EI1			0.894	
EI2			0.919	
EI3			0.931	
EI4			0.95	
EI5			0.941	
EI6			0.88	
PWE1				0.933
PWE2				0.938
PWE3				0.915
PWE4				0.924
PWE5				0.938
PWE6				0.934

Table 3 shows that EI has composite reliability (CR) above 0.97 and average variance extracted (AVE) above 0.846, psychological well-being has CR 0.975 and AVE 0.866, EC has CR 0.919 and AVE 0.661 and employee creative behavior has CR 0.955 and AVE 0.704. AVE above 0.5 for all

variables is the confirmation of convergent validity. Along with CR and AVE, alpha is also above 0.7 for all variables. Hair, Hollingsworth [29] also mentioned that alpha and CR should be above 0.7 and AVE should be above 0.5. Along with convergent validity, this study also examined discriminant validity which is given in Table 4.



**3**  
**Table 3. Alpha, CR and AVE**

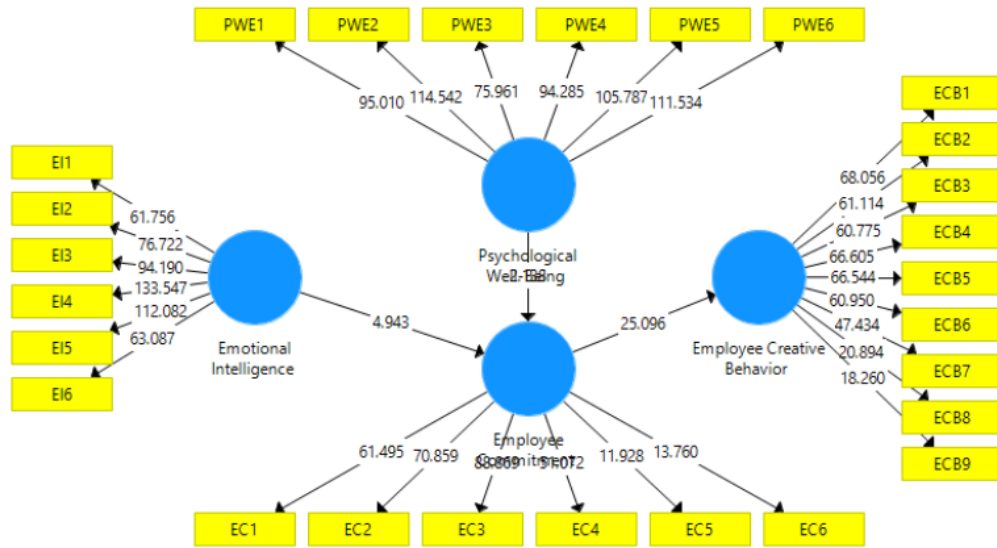
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EI	0.963	0.964	0.97	0.846
EC	0.89	0.902	0.919	0.661
Employee Creative Behavior	0.946	0.945	0.955	0.704
Psychological Well-Being	0.969	0.969	0.975	0.866

**Table 4. Cross-Loadings**

	EI	EC	Employee Creative Behavior	Psychological Well-Being
EC1	0.893	0.888	0.527	0.861
EC2	0.877	0.801	0.531	0.836
EC3	0.911	0.907	0.531	0.889
EC4	0.9	0.87	0.477	0.855
EC5	0.935	0.589	0.846	0.321
EC6	0.889	0.648	0.864	0.388
ECB1	0.375	0.904	0.883	0.364
ECB2	0.382	0.918	0.875	0.389
ECB3	0.354	0.885	0.785	0.344
ECB4	0.383	0.901	0.885	0.358
ECB5	0.37	0.905	0.892	0.344
ECB6	0.399	0.899	0.875	0.376
ECB7	0.361	0.883	0.863	0.354
ECB8	0.669	0.889	0.682	0.64
ECB9	0.694	0.712	0.67	0.658
EI1	0.894	0.84	0.904	0.862
EI2	0.919	0.849	0.929	0.833
EI3	0.831	0.832	0.899	0.81
EI4	0.75	0.751	0.81	0.709
EI5	0.841	0.839	0.906	0.899
EI6	0.88	0.784	0.897	0.866
PWE1	0.888	0.835	0.488	0.933
PWE2	0.886	0.834	0.481	0.938
PWE3	0.881	0.834	0.506	0.915
PWE4	0.902	0.843	0.485	0.924
PWE5	0.893	0.802	0.46	0.938
PWE6	0.893	0.82	0.498	0.934

Number of studies used PLS bootstrapping to test the hypotheses [30-32], therefore, this study also used PLS bootstrapping technique to test five hypotheses. This study tested the effect of EI on commitment and effect of commitment on employee creative behavior.

Moreover, the direct effect of psychological well-being is also examined on EC. These relationships are shown in Table 5. Hence, EC is a mediating variable and results accepted the mediation hypotheses.



4  
Figure 4. Structural Model

Table 5. Structural Model (Direct Effect Results)

	Beta	M	SD	T Statistics	P Values
EI -> EC	0.641	0.639	0.13	4.943	0
EC -> Employee Creative Behavior	0.754	0.756	0.03	25.096	0
Psychological Well-Being -> EC	0.277	0.279	0.13	2.138	0.033

Value of the analysis such as t-value and beta values show that EI has positive effect on EC, further, EC has positive effect on employee creative behavior. Moreover, psychological well-being has positive effect on EC. Besides, mediation effect of EC was examined between EI and employee creative behavior. It is found that EC is a mediating variable

between EI and employee creative behavior. In addition to this, EC is also a mediating variable between psychological well-being and employee creative behavior. These results are given in Table 6. Thus, both the direct and indirect effect is significant. The mediation effect histogram is given in Figure 5 and Figure 6.

3  
Table 6. Structural Model (In-Direct Effect Results)

	Beta	M	SD	T Statistics	P Values
EI -> EC -> Employee Creative Behavior	0.483	0.484	0.102	4.738	0
Psychological Well-Being -> EC -> Employee Creative Behavior	0.209	0.211	0.098	2.128	0.034

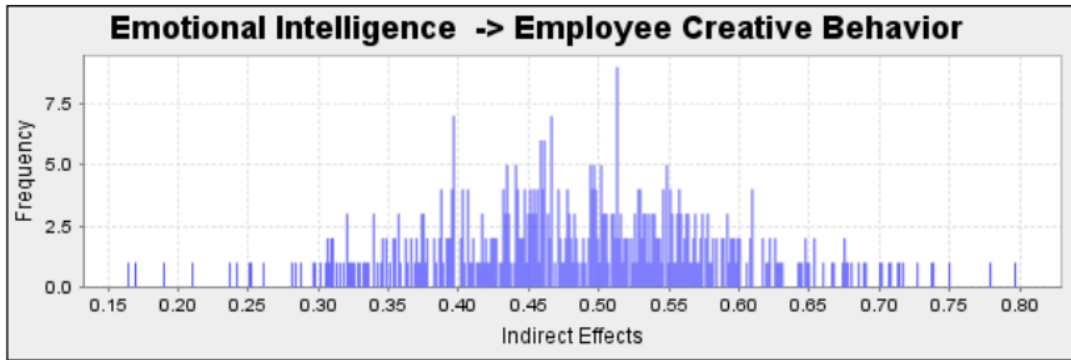


Figure 5. Indirect Effect 1

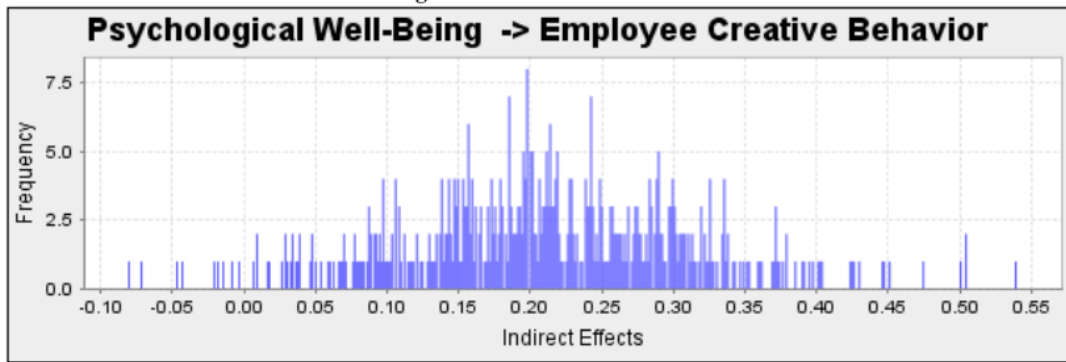


Figure 6. Indirect Effect 2

9 After the assessment of direct and indirect effect, this study also highlighted moderation effect in Figure 7. The results of moderation effect are given in Table 7. It is found that moderation effect of

psychological well-being is significant between EI and EC. The moderation effect is given in Figure 4 which indicates that psychological well-being as moderating variables strengthen the relationship between EI and employee creative behavior.

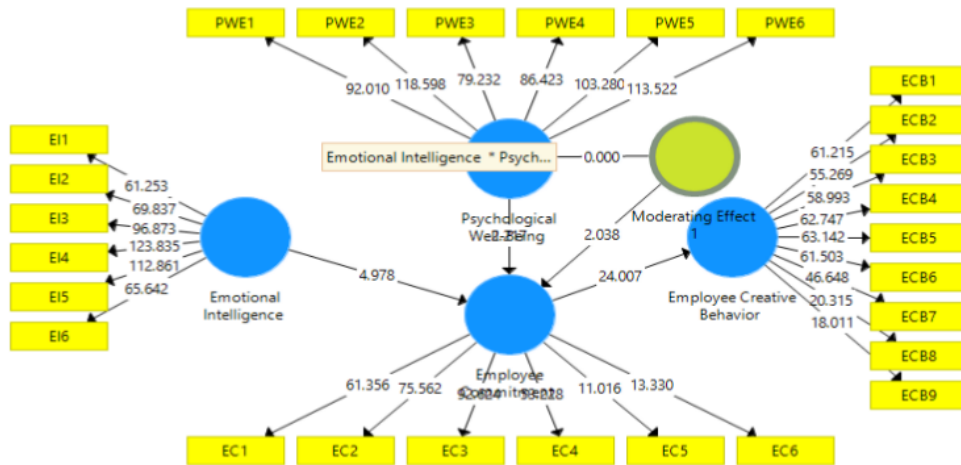
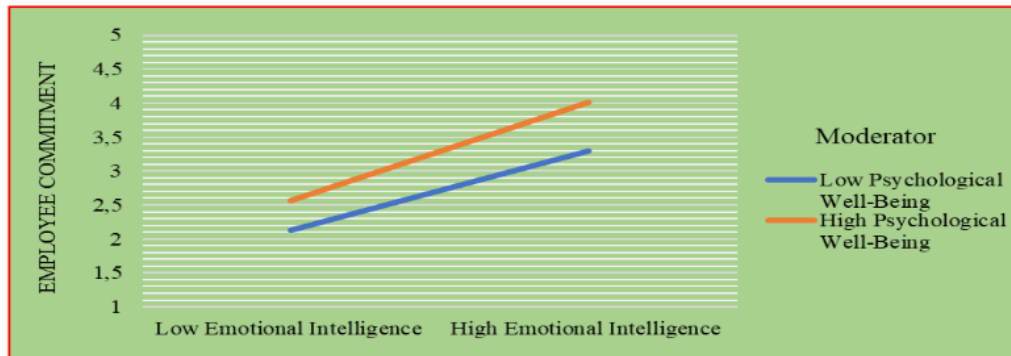


Figure 7. Structural Model

**Table 7. Structural Model (Moderation Effect Results)**

	Beta	M	SD	T Statistics	P Values
EI -> EC	0.649	0.657	0.13	4.978	0
EC -> Employee Creative Behavior	0.754	0.755	0.031	24.007	0
Moderating Effect 1 -> EC	0.07	0.072	0.034	2.038	0.042
Psychological Well-Being -> EC	0.289	0.282	0.131	2.217	0.027



**Figure 8. Moderation Effect**

**1 Impact of Integrated Supply Chain on Creative Behavior of the Employees**

Finally, our study examines the impact of integrated supply chain management on the creative behavior of the hospital employees. It is observed the R-square of the model under this direct relationship is 34.63 percent which specifies an overall change in employee’s creative behavior due to integrated supply chain. This value is further adjusted and adjusted-R2 of 23.73% was achieved which is more reliable comparatively to R2. The fitness of the model is tested through F-test value which is 6.201. It means that there is a statistical evidence to aim that the conceptual model to examine the impact of integrated supply chain on creative behavior of the

employees is fit. This model is significant at 5 percent as p-value is 0.000. The findings under table 8 also provides the coefficients for the direct impact of integrated supply chain on employee’s creative behavior in the hospital industry. The coefficient of ISCM is 0.4761 which justifies that there is a positive impact on creative behavior of the employees. It shows that higher the practices for the ISCM leads to more creative behaviors among the employees of hospital industry. This relationship is significant at 1 percent as the value of lower standard error has provided t-statistics of 7.09. Therefore, our study claims that “integrated supply chain management practices in hospital industry has positive effect on employee’s creativity”.

**Table 8. Impact of ISCM on Employee’s Creativity**

14	ails	Values			
	R Square	0.346			
	Adjusted R Square	0.237			
	Standard Error	1.730			
	Observations	340			
	F-Test Score	6.201***			
	Significance F	0.000			
Details	Coefficients	Standard Error	t Stat	P-value	
	Intercept	2.107142857	1.34871	1.562339	0.169235
	ISCM	0.476190476	0.067084	7.098376	0

## 6. Conclusion

The purpose of this study was to examine the relationship between EI, EC, psychological well-being and employee creative behavior. Meanwhile, our study has provided an empirical evidence for the direct impact of integrated supply chain management practices for examining the creative behavior of employees in hospital sector. Population of the study was based on health organizations of Indonesia. Data were collected from doctors by distributing questionnaire. It is found that EI has crucial role to promote employee creative behavior with the help of EC and psychological well-being. Increase in EI increases the EC. EI and psychological well-being have positive effect on EC. Increase in psychological well-being also increase the EC. Moreover, EC has positive effect on employee creative behavior. Increase in EC due to the increase in EI and psychological well-being finally causes to increase employee creative behavior. Furthermore, EC and psychological well-being are playing the role of mediation and moderation, respectively. EC shift the positive effect of EI on employee creative behavior. Along with EC, psychological well-being as moderating variables strengthen the relationship between EI and employee creative behavior. Finally, it is proved that integrated supply chain management has also its positive and significant impact in determining the creative behavior of the employees at hospitals in Indonesia.

## 7. Implications of the Study

By examining the valuable relationship between EI, EC, psychological well-being and employee creative behavior, this study provide important insights for theory and practice. The relationship

between EI and employee creative behavior was not examined in the health sector of Indonesia. In this direction, the current study examined the mediating effect of EC between EI and employee creative behavior. Previous studies did not consider the mediating effect of EC in private and public hospitals of Indonesia. Along with the mediation effect of commitment. This study also investigated the moderating effect of psychological well-being which was not highlighted by the literature. Practically, this study is important to promote employee creative behavior for the management of hospitals. As this study proved that employee creative behavior can be enhanced with the help of EI, commitment and psychological well-being. Therefore, this study suggested the Indonesian hospital management to promote EI, commitment and psychological well-being to enhance employee creative behavior.

## 8. Limitations

Indonesian hospitals are studied in the current study which is consisted of private and public hospitals on large scale. However, the future study should be carried out to include all other hospitals as lower scale. Moreover, there will be a difference between the practices of private and public hospitals, however, this study only focused on both collectively, future study should examine the difference between private and public hospitals by using the model of current study. Comparison can also be made between the practices of Indonesia along with any other developed country health practices.

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