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The Effect of Shared Values on Type B Hospitals in Achieving Relationship Success in East Java, Indonesia

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Abstract

The success of an organization or business can never be achieved by one person, but it takes the right team. So, how to find, attract and retain the right person to work in a business of course, this is done by prioritizing energy. Some of the benefits of good human resource (HR) practices include higher workforce satisfaction, lower staff turnover, superior customer service and, of course, increased profitability. Shared value that is done often defines a narrow value, which is only synonymous with short-term profits, so it often sacrifices broader things and has a significant influence on long-term performance, especially as a provider of public health services. Based on the influence of shared values on type B Hospitals in achieving Relationship Success in the province of East Java, Indonesia, the importance of human relationships in a relationship to form a harmonious relationship and create an awareness and willingness to fuse individual desires for integrating a common desire and achieving relation success. Relation Success is marketing strategy to understand customer well, an organization such as hospital can improve customer service and develop deeper customer/patient relationships. Relational Success aims to create good and sustainable relationship.

Key words: Shared value, Hospitals, Relational Success, Marketing Strategy

1.1 Background

Building human relations in the organization is certainly unavoidable the interaction between people with one another. Thus, if the interaction that occurs is conducive, it will be able to make one person with another able to work productively, there is satisfaction in working both economically, psychologically and socially (Davis & Newstrom, 2010). Good human relations between people in an organization can make it easy to achieve the desired goals.

The success of an organization or business can never be achieved by just one person, it takes the right team. So, how to find, attract, and retain the right people to work in a business, of course, this is done by prioritizing energy. Some of the overall benefits of good human resource (HR) practices include higher workforce satisfaction, lower staff turnover, superior customer service and, of course, increased profitability.

In short, the main objective of human resources is to implement strategically designed functions to attract and retain an effective workforce. Most human resource initiatives are included in the Orientation function, which is the initial introduction of new employees to the company as well as providing important information and creating a positive first impression. Function Training and development is a function in facilitating the development of knowledge, skills, and attitudes needed by employees to work in their current position and/or to prepare for advancement.

Furthermore, the function of performance management is how to provide feedback to employees about their work performance, encourage and support improvements, including coaching in performance management. The quality and service of human resources is a key factor for the success and existence of an organization or business in today's and future competition. Human resources in this case is how management and leadership can manage energy so that they are always motivated to work as much as possible in providing the best and integrated service to customers.

Barroso-Méndez et al., (2014) that in everyday human life cannot be separated from the interaction between humans/groups/organizations with one another. These interactions can occur both formally and informally, and it is possible for conflicts of interest to occur with one another. Such conditions are not impossible to cause bad relations between the parties involved and will certainly affect the success of the organization in achieving its goals.

The existence of a willingness to stay in the organization makes organizational members willing to work together, and cooperation allows existing resources to be combined efficiently and allows the creation of good relationships (Austin, 2000). Cooperation is one of the important supporting factors for every activity or activity of a manager in carrying out his daily duties to achieve organizational goals that have been originally set. understand and realize that cooperation can make

place continuously, there must be an information system as a system that is able to produce the information needed by a system that is able to produce the information needed.

According to Yusuf (1990) In principle, humans communicate with the intention of expressing, conveying or sharing their feelings, their experiences, their work plans, or their goals to others. Humans convey their ideas so that they can be accepted by others or it is enough if their ideas can reach that person. From these communication definitions it can be concluded that the notion of communication itself is a process of delivering or sending messages from a source to one or more recipients with the intention of changing the behavior and attitudes of the recipient of the message (Rachmadi, 1996).

Type B Hospital is one of the health industries that is engaged in services that are very important to support a healthy standard of living for everyone in order to realize and ensure the health of every community who comes to get out of any health problems. Type B Hospital as a health facility to provide health services to the community has a strategic role in accelerating the improvement of public health status. For this reason type B hospitals are required to provide quality services in accordance with established standards and can be reached by all levels of society.

Type B hospital is a health service institution for the community with its own characteristics that are influenced by the development of health science, technological progress, and the socio-economic life of the community, while continuing to take concrete steps in improving health services with high quality and affordable by all levels of society, in order to realize the highest degree of health and actually based on existing service standards.

Type B Hospital as an organization engaged in services also has an interest and obligation in improving and managing its resources, both in the form of facilities and infrastructure as well as human resources. In terms of human resources, type B Hospital is a HR-intensive organization, because of the many kinds of professions and the number of workers who carry out the sub-sections of work in type B Hospitals, starting from the managerial scope which oversees the management of everything that including human resources, to the technical department who deals directly with the field or patients.

The resources in a type B hospital consist of health workers (including doctors, nurses, pharmacists, analysts, nutritionists, physiotherapists, radiographers, paramedic recorders) and non-health workers (finance, administration, personnel, security, and staff). etc (Princess, 2019). All type B hospitals, especially type B hospitals in East Java as the locus in this study; must continue to make improvements and improve the quality of services, both administration, human resources and even management quality so that it can continue to become a type B Hospital that truly serves with the best quality.

One of the factors that affect the quality of service is the role of human resources (HR) as service actors. The attitude, ability and integrity of human resources in an organization or business affect the success of establishing relationships between companies, employees and customers (Kotler & Armstrong, 2008). Improving and developing the quality of services carried out by human resources in type B Hospitals is certainly the key to achieving the desired goals (success) for Type B Hospitals as health service providers.

However, at this time not a few who then unwittingly shared values that they do have put aside the social side and social humanism as external forces that they should accommodate to increase the value of health services provided to all patients. So then, in this study, we examine more deeply about the shared values carried out by type B Hospitals in achieving the desired goals (relation success).

Shared value What has been done so far has often defined the value too narrowly, which is only synonymous with short-term benefits, so that quite often it sacrifices something broader and has a significant impact on long-term performance, especially as a provider of public health services. What should continue to be improved and pursued in various forms of performance practice in a type B Hospital is not only to think about how to get the realization of payments from patients or customers, but how to create social value in the external environment of a type B Hospital as well as in the internal environment of a type B Hospital. B which includes owners, investors, leaders, and staff.

So that at the next stage all parties will be able to understand the will and conflict of interest of the 4 main components involved in the activities or management processes of their health care providers, starting from the leader or owner, customers, staff, and investors/financiers in this case. government or individuals. When all these things are done well, Type B Hospital as a legal entity organization engaged in health services can achieve its targets as stated in their vision and mission as a form of system success as well as material success.

Based on observations and evaluations carried out by the parties as well as listening and media literacy about public opinion regarding the service and existence of type B Hospitals in East Java; it seems that not all type B hospitals get good marks from several parties, especially from the community as customers for the services they (type B hospitals) provide.

1.2 Research methods

This study used a conceptual framework model proposed using the perspective of human relations theory and was intended as a novelty in this study tested on paramedics from type B Hospital in East Java. The reason for using paramedic personnel from type B hospitals was because paramedics had their own characteristics which were always influenced by

developments in health science, technological advances, and were required to be able to provide good service to patients regardless of their own needs, especially during the COVID-19 pandemic as of now.

1.3 Results and Discussion

1.3.1 The Influence of Human Relations on Shared Values

Effendy (2009:50) Human relations is a persuasive communication that is carried out by one person to another face to face in work situations and in organizations with the aim of increasing enthusiasm for working and working together in order to achieve satisfactory results. Human relations according to Hasibuan, (2009:137) is a harmonious human relationship, created by awareness and willingness to fuse individual desires for the sake of unifying common desires.

according to Davis, (2009:59) that human relations are interaction between a person and other people both in situations about work or in work organizations. according to Djaja, (2011:142). There are several benefits of Human Relations including:

1. Prevent misunderstanding between leaders and subordinates
2. Develop cooperation between leaders and subordinates.
3. Can form an effective teamwork.
4. Mobilize individuals in groups on a goal.

Meanwhile, according to Effendi (2009:71) good Human Relations are needed in an effort to achieve the goals that have been set by the company applying the principles of human relations well. In human relations activities, a company leader tries to solve the problems that befall his subordinates individually. The goal is to inspire enthusiasm and work activities in a spirit of productive cooperation with feelings of happiness and a satisfied heart, both economic satisfaction, psychological satisfaction and social satisfaction.

Human relations (relationships between humans) are a harmonious human relationship, created by awareness and willingness to fuse individual desires for the sake of integrating common desires (Hasibuan, 2009:137). In organizations, employees are required to have good human relations, which include relationships with leaders, subordinates, and colleagues. Human relations are important in improving performance because they are related to communication which includes thoughts, feelings and cooperation in carrying out energy (Rosalina & Apiska, 2018).

Porter & Kramer, (2011) explained that Created Shared Value is an operational technical policy and process that enhances a company's competitive values and simultaneously advances social and economic conditions. To support the implementation of these responsibilities effectively and efficiently, it is necessary to create each company's business chain. Creating shared value can be assumed that the company (business) complies with the law and ethical standards, and reduces the losses caused by the business.

The opportunity to create economic value by creating social value will be one of the most powerful forces in driving global economic growth. This thinking is a new way of understanding customers, productivity, and external influences on a company's success. In addition, this thinking also highlights the enormous human needs to be met, emerging markets to serve, and the internal costs of social and societal deficits, as well as the competitive advantages available to address them.

Shared value is the extent to which partners have beliefs in common about what behaviours, goals and policies are important or unimportant, appropriate or inappropriate, and right or wrong (Morgan and Hunt, 1994). Ethics is a key aspect of shared values. Morgan and Hunt (1994) have conceptualized shared values through the extent to which ethics is compromised and the consequences of unethical behavior. High standards of retailer ethics such as e-governance, taking permission from users for mailing lists or preventing kids from accessing adult content are especially important for online retailing. We hypothesize that in online retailing, when there is a higher perception of shared values, such perceptions will lead to increased trust (Mukherjee & Nath, 2007).

according to Fitrianti (2017) shared value is a new idea in business policies and practices that can support sustainability, strengthen the business world and the independence of the surrounding environment that are mutually beneficial. Porter & Kramer (2019) Suggests that the focus of shared values is on re-imagining the relationship between organizational performance and society, seeking win-win situations and remaining profitable by solving big problems.

The idea of shared values is based on the achievement of a shared vision which in turn, is linked to the idea that in an ecosystem both people and organizations work and innovate together, and therefore they should have shared values (Jones & Harrison, 2018). Shared value is the active participation, interaction, and collaboration of all stakeholders in the exchange of ideas to develop a deeper understanding as an effort to solve problems that occur between members in an organization or in other matters (Chaurasia et al., 2020).

1.3.2 Effect of Shared Values in Type B Hospitals in East Java

according to Permenkes no. 30 of 2019 article 18 paragraph (3) explains that type B general hospital class B has the ability to provide specialist and sub-specialist medical services. In article 19 paragraph (2), what is meant by general type B Hospital class B is a type B hospital that has the facilities and capabilities of medical services at least 4 (four) basic specialists, 4 (four) medical support specialists, 8 (eight) specialists. other than basic specialists, and 2 (two) basic subspecialists. In the

event that a Class B general type B Hospital as referred to in Article 19 paragraph (2) will improve its medical service facilities and capabilities, the addition of services is at most 2 (two) other specialists other than basic specialists, 1 (one) specialist medical support, 2 (two) basic sub-specialist medical services, and 1 (one) other sub-specialist in addition to the basic sub-specialist.

Furthermore, paragraph (8) explains that if in one provincial administrative area there is no type B general hospital class A, then the general type B class B hospital as referred to in paragraph (2) can add to its medical services a maximum of 3 (three) other specialists other than basic specialists, 1 (one) medical support specialist, and 9 (nine) sub-specialist medical services in the form of basic sub-specialist medical services and/or other sub-specialists other than basic sub-specialists.

Table 4.1 Population of Type B Hospitals in East Java

No	TYPE B HOSPITAL'S NAME	Total force
1	RS Umum Daerah Prof Dr Soekandar	59
2	Rumah Sakit tipe B National Hospital	173
3	Rumah Sakit tipe B Mata Undaan	211
4	RS Umum Sumberglagah	266
5	RS Umum Siti Khodijah Muhammadiyah Cabang Sepanjang	326
6	Rumah Sakit tipe B Manyar Medical Centre	426
7	RS Umum Mitra Keluarga Waru	470
8	RS Islam Siti Hajar	501
9	Rumah Sakit tipe B Siloam Hospitals Surabaya	525
10	RS Umum Daerah Ibnu Sina	548
11	Rumah Sakit tipe B Premier Surabaya	559
12	Rumah Sakit tipe B PHC (Primasatya Husada Citra)	566
13	Rumah Sakit tipe B Adi Husada Undaan	651
14	Rumah Sakit tipe B Husada Utama	658
15	RS Umum Dr Wahidin Sudiro Husodo	759
16	Rumah Sakit tipe B Islam Surabaya Jemursari	830
17	RS Umum Daerah Dr Soegiri	836
18	RS Umum Daerah Syarifah Ambami Rato Ebu	1.005
19	RSUD Dr. Mohamad Soewandhie	1.026
20	RS Umum Muhammadiyah Lamongan	1.321
21	RS Umum Daerah Sidoarjo	1.558
22	RSUD Haji Surabaya	1.601
23	Rumah Sakit tipe B Katholik (RKZ) Surabaya	2.093
	Total	16.968

Source: Processed by Researchers 2021

To obtain accurate data, based on respondent characteristics Paramedic staff (nurses and midwives) from East Java Hospital based on age can be described as follows;

1.3.2.1 By Age

Table 5.2

Characteristics of Respondents Age

Age	Frequency	Percentage (%)
24 – 27 years	31	7.9
28 – 31 years	253	64.7
32 – 35 years old	107	27.4
Total	391	100

Source: Researcher Data Processing, 2021

Based on Table 5.2, it can be seen that most of the respondents aged between 28-31 years were 253 people or 64.7%. Respondents aged between 32-35 years were 107 people or 27.4%. And the remaining 31 people or 7.9% aged between 24-27 years.

1.3.2.2 By Religion

The following are the characteristics of the respondents on paramedical staff (nurses and midwives) from East Java Hospital based on religion.

Table 5.3
Characteristics of Religious Respondents

Religion	Frequency	Percentage (%)
Islam	317	81.1
Christian	74	18.9
Total	391	100

Source: Researcher Data Processing, 2021

Based on Table 5.3 it can be seen that almost all of the respondents are Muslim as many as 317 people or 81.1%. And the remaining 74 people or 18.9% are Christians. Of the many respondents in several type B hospitals studied, dominated by respondents who are Muslim, because in East Java the majority are Muslims. While the rest of the respondents are Christians, this is because in several type B hospitals in the East Java area, which do not require their staff to be Muslim.

1.3.2.3 Based on Education

The following are the characteristics of the respondents on paramedical staff (nurses and midwives) from East Java Hospital based on education.

Table 5.4
Characteristics of Educational Respondents

Education	Frequency	Percentage (%)
D3 Midwifery	67	17.1
D3 Kep	107	27.4
S1 Kep Ners	217	55.5
Total	391	100

Source: Researcher Data Processing, 2021

Based on Table 5.4, it can be seen that most of the respondents have a Bachelor of Nursing education as many as 217 people or 55.5%. There are 107 people or 27.4% have a D3 Kep education. And the remaining 67 people or 17.1% have a D3 Midwifery education. From the description of the data, the level of education is dominated by S1 Kep Ners. This relates to the S1 Kep Ners besides being able to serve as service implementing employees, he can also be the Head of the Room which cannot be held by the D3 Nursing who is more inclined to carry out services.

1.3.2.4 By Gender

The following are the characteristics of the respondents on paramedical staff (nurses and midwives) from East Java Hospital based on gender.

Table 5.5
Characteristics of Respondents Gender

Gender	Frequency	Percentage (%)
Male	54	13.8
Female	337	86.2
Total	391	100

Source: Researcher Data Processing, 2021

Based on Table 5.5, it can be seen that almost all of the respondents are female as many as 337 people or 86.2%. And the remaining 54 people or 13.8% were male. When viewed from the profession as a health worker, there is no difference in gender roles between women and men, but in practice in carrying out health tasks, gender differences are still visible between men and women.

1.3.2.5 By Position

The following are the characteristics of the respondents on paramedical staff (nurses and midwives) from East Java Hospital based on position.

Table 5.6
Characteristics of Position Respondents

Position	Frequency	Percentage (%)
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Service Implementing Officer	367	93.9
Head of Room	24	6.1
Total	391	100

Source: Researcher Data Processing, 2021

Based on Table 5.6, it can be seen that almost all respondents have positions as service implementers as many as 367 people or 93.9%. And the remaining 24 people or 6.1% have the position as head of the room. From the description of the data, there are fewer ward heads because these positions are occupied by certain people or professional people who have the authority, responsibility and manage care service activities in one ward. Meanwhile, the task of implementing services is filled by many people compared to the head of the room because in the implementation of services more employees/nurses are needed in providing services or serving patients.

1.3.3 The Effect of Shared Values in Achieving Relational Success in Type B Hospitals, East Java

Shared values are values that are shared and are considered as the main guidelines for every employee of the company. In terms of characteristics, shared values tends to be invisible from the outside (*invisible*) and can only be felt by insiders. However, its role is important because this is the foundation of the culture in a company (Admadja, 2009:48). When energy has faith (*trust*) to the values that exist in organizations such as Type B Hospitals, the staff will try to implement these values in Type B Hospitals.

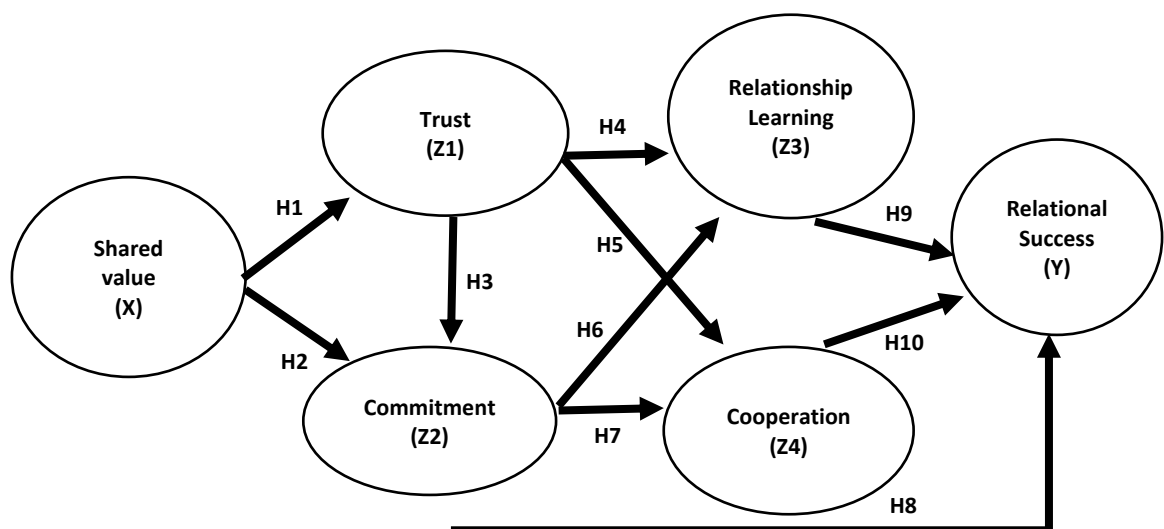
The definition of Shared value used refers to the opinion (Chaurasia et al., 2020) that shared value is a form of active participation, interaction, and collaboration of all stakeholders in the exchange of ideas to develop a deeper understanding as an effort to solve problems that occur between members in an organization or in other ways. There are 3 indicators of Share Value used in this study as disclosed (Chaurasia et al., 2020) including the following.

- Indicator 1 (X.1): Interaction.
- Indicator 2 (X.2): Participation.
- Indicator 3 (X.3): Collaboration.

With the similarity of belief (*trust*) between type B Hospital as an organization and personnel with the values contained in the goals of type B Hospital, it causes employees to feel that they are compatible with the tasks or responsibilities given by the type B Hospital so that they will creates a bond between energy and shared values in a type B hospital organization. This sense of attachment will encourage trust (*trust*) energy towards the organizational goals of type B Hospital.

Based on the results of several previous studies, it shows that there is a different relationship between the influence of the share value and trust variable. Research result (Mukherjee & Nath, 2007) shows that there is a significant effect between share value to trust.

Kassim & Abdulla, (2006) significant positive between share value to trust on internet banking users in Doha, Qatar. In contrast to the results of research conducted by Cote & Latham, (2015) shows that there is no influence between share value and trust.



1.3.3.1 Relationship of Shared Values and Trust

Human resources have an important role in improving the quality of management, especially with regard to individuals and groups, the success and failure of an organization does not only affect production factors but also human resources. Human resources or can be called energy in an organization become one of the main factors to achieve the goals and values of an organization.

Shared value is values that are shared and are considered as the main guidelines for every employee of the company. In terms of characteristics, *shared values* tends to be invisible from the outside (*invisible*) and can only be felt by insiders. However, its role is important because this is the foundation of the culture in a company (Admadja, 2009:48). When energy has faith (*trust*) to the values that exist in organizations such as Type B Hospitals, the staff will try to carry out these values in Type B Hospitals. the values contained in the goals of the type B Hospital cause the staff to feel a match with the tasks or responsibilities given by the type B hospital so that it will create a bond between the workforce and shared values in the type B hospital organization. This will encourage *trust* energy towards the organizational goals of type B Hospital.

Based on the results of several previous studies, it shows that there is a different relationship between the influence of the variables *share value* and *trust*. Research result (Mukherjee & Nath, 2007) shows that there is a significant effect between *share value* to *trust*. Kassim & Abdulla, (2006) significant positive between *share value* to *trust* on internet banking users in Doha, Qatar. In contrast to the results of research conducted by Cote & Latham, (2015) shows that there is no influence between share value and trust.

H1: Shared Values affect the Trust of Paramedics in Type B Hospitals in East Java.

1.3.3.2 Relationship of Shared Values and Commitment

Share value The shared values that exist in an organization can be used as guidelines for all parties involved in the organization. When these shared values are in line with the values that exist in the workforce, it will have an impact on a good view of an organization.

Dunnette and Hought (1998) explain that "organizational commitment is a reflection of attitudes such as involvement in the organization, the object of the attitude in question is the whole organization, not the role of specific work characteristics." The role or benefit of organizational membership is the absence of a desire to quit, leave or *withdraw* themselves from the organization. Dessler (2003) states "that organizational commitment is to recognize organizational employees with organizational goals that will be used to achieve the company's goals.

Three indicators that are used to measure the commitment of the workforce to the organization: First, the willingness of the workforce, where there is a desire for energy to strive to achieve the interests of the organization. Second, the loyalty of the workforce, in which the employees are willing to maintain their membership to continue to be a part of the organization. Third, energy pride, characterized by energy feeling proud to have been part of the organization he is participating in and feeling that the organization has become a part of his life.

Based on the results of several previous studies, it shows that there is a different relationship between the influence of the variables *share value* and *trust*. Results study (Mukherjee & Nath, 2007) shows that there is a significant effect between *share value* to *commitment*. Kassim & Abdulla, (2006) found a significant negative relationship between *share value* to *commitment* on internet banking users in Doha, Qatar. In contrast to the results of research conducted by Cote & Latham, (2015) shows that there is no effect between *share value* and *commitment*.

The number of value drivers that exist in inter-organizational relationships is enormous and can be special. At the heart of inter-organizational arrangements are the basic drivers of trust and commitment (Cooper & Slagmulder, 2004). The interaction between the company and the company occurs at the level of individual transactions. Over time, the culmination of these transactions builds history that leads to relationships that span the continuum of success.

It is at this subtle and intangible level that the foundations are built that guide the course of transactions between companies. Identifying the role of such intangible relationship characteristics in driving value for organizations offers an opportunity to transform unobservable constructs into measurable phenomena by monitoring causally related antecedents (Cooper & Slagmulder, 2004).

Please note that Created Shared Value according to Porter & Kramer, (2011) are operational technical policies and processes that enhance a company's competitive values and simultaneously promote social and economic conditions. To support the implementation of these responsibilities effectively and efficiently, it is necessary to create each company's business chain. Creating shared value can be assumed that the company (business) complies with the law and ethical standards, and reduces the losses caused by the business.

The opportunity to create economic value by creating social value will be one of the most powerful forces in driving global economic growth. This thinking is a new way of understanding customers, productivity, and external influences on a company's success. In addition, this thinking also highlights the enormous human needs to be met, emerging markets to serve, and the internal costs of social and societal deficits, as well as the competitive advantages available to address them.

The idea of shared values is based on the achievement of a shared vision which in turn, is linked to the idea that in an ecosystem both people and organizations work and innovate together, and therefore they should have shared values (Jones & Harrison, 2018). Shared value is the active participation, interaction, and collaboration of all stakeholders in the exchange of ideas to develop a deeper understanding as an effort to solve problems that occur between members in an organization or in other matters (Chaurasia et al., 2020).

Shared value as stated by Porter & Kramer, (2011) refers to 3 parts; Reconceiving Needs, Products, and Customers, Redefining Productivity in the Value Chain, and Enabling Local Cluster Development. From the opinion expressed Porter & Kramer, (2011) The 3 parts used in creating shared value are more marketing oriented. Therefore, in contrast to this research who will use opinion (Chaurasia et al., 2020) which emphasizes shared values in 3 parts, namely interaction, participation and collaboration because it is more closely related to human resource management. The following will be explained in

detail:

1. Interaction

Interaction is a relationship between two systems that occurs in such a way that events that occur in one system will affect events that occur in other systems. Interaction is a social relationship between individuals in such a way that the individuals concerned influence each other (Chaplin, 2011).

According to Gillin and Gillin in Soekanto (2012:55) Social interactions are dynamic social relationships involving relationships between individuals, between groups of people and between individuals and groups of people. When two people meet either in any sphere or organization, then social interaction begins at that time. They reprimand each other, shake hands, talk to each other or maybe even fight are all forms of social interaction.

According to Soekanto (2012:64) that the forms of social interaction can be in the form of cooperation (cooperation), competition (competition), and can even take the form of conflict or conflict. A dispute may find a solution. Maybe the settlement will only be accepted for a while, which is called accommodation.

In the relationship between the leader and the workforce, of course, communication occurs, where with this communication, the attitudes and feelings of a group of people or individuals can be known by other people or other groups. It is then the material to determine what reaction it does.

This communication underlies the occurrence of social interaction. The associative process is a positive social process, which is unifying and produces social order and dynamics. The associative process is a process that in the social reality of its members in a state of harmony that leads to patterns of cooperation. The forms of associative social processes include cooperation and accommodation.

Building good social interactions between individuals and groups is the key in running an organization. This will certainly facilitate the organization in achieving its goals. Good social interactions can also be values that are always upheld by every individual or group in the organization.

2. Participation

Work participation is an approach that in general can improve performance which in turn can increase organizational effectiveness. Participation as a means of achieving goals, participation is also a tool to integrate individual and organizational needs. Good participation is expected to improve performance, i.e. when a goal is designed and participatively approved, the staff will internalize the goals set and have a sense of personal responsibility to achieve them, because they are involved in the budgeting process (Astuti, 2019:13).

According to Astuti (2019:14) also suggests that in general participation will have a positive effect, with reference to morals, motivation, initiative, performance, work performance, job satisfaction, and the attitude of subordinates towards staff, leadership and the organization itself. Participation is defined as the participation of a person or group of individuals in the development process, both in the form of statements and in the form of activities by providing input of thoughts, energy, time, expertise, capital and materials, as well as enjoying the results (Sumaryadi, 2010: 46). Therefore, participation is something that must exist in an individual or group in an organization, because the participation of all members can make work or organizational tasks can be achieved easily.

3. Collaboration

According to Sabaruddin (2015:25) that what is meant by collaboration is cooperation between organizations, or between institutions in the context of achieving goals that cannot be achieved or carried out independently. There is a deeper understanding of what paradigm should be embraced in these two terms.

According to Thomson in Pramusinto & Purwanto (2009:115), collaboration is explained that a concept that is similar to cooperation but has a deeper meaning, which is a collective process in the formation of a unit based on mutually beneficial relationships (mutualism) and the similarity of goals of organizations or individuals who have similar characteristics autonomous, interact with each other through negotiations both formally and informally.

Collaboration is a relationship between individuals or groups in an organization that participates and mutually agrees to be together in achieving goals, sharing information, sharing resources, sharing benefits, and being responsible for joint

decision making to solve various problems. In addition, collaboration can also be defined as a form of cooperation carried out on the basis of an agreement between two or more (collective) parties, especially in an effort to combine ideas in terms of achieving goals.

This is in accordance with the definition of collaboration as a network or distribution of information, resources, activities and organizational capabilities in two or more sectors to work together to achieve goals that cannot be achieved if working alone. As part of this effort, there are joint or coordinated actions taken by team members to achieve the team's common goals.

The concept of collaboration says that collaborative collaboration involves intensive cooperation between parties, including conscious efforts to align goals, strategies, agendas, resources and activities. vision) and try to make it happen together. For this reason, they unite or at least make alliances vertically starting from goals, strategies to activities in the context of achieving common goals which they believe are more valuable than their respective goals.

Relational Success is a marketing strategy to understand customers better, companies can provide a higher level of customer service and develop deeper customer relationships. Relational Success aims to be able to build good and sustainable relationships. The use of relationships is not only used within the scope of business but is also used in a wider scope and in order to survive and struggle in the competition zone, a good relationship is needed between one party and another.

There are 2 Relational Success indicators used in this study including the following.

- 1) Indicator 1 (Y.1): Communication
- 2) Indicator 2 (Y.2): Conflict handling

Most companies financially, aim to get the maximum profit from the results of their operations by maximizing the value of their shares. On the other hand in marketing, customer loyalty and customer satisfaction are the goals of every company. So the company considers consumers as partners.

Relational Success here emphasizes on maintaining and always improving relationships with existing customers rather than looking for new customers. marketing strategy in the form of Relational Success, namely a strategy where exchange transactions between sellers and buyers are sustainable, in other words, a partnership with customers is continuously established to increase the possibility of repeat business through the development of formal interpersonal relationships with customers.

1.4 Conclusion

Based on the influence of shared values in type B Hospitals in achieving Relation Success in East Java, Indonesia, it can be concluded that the importance of human relationships (relationships between humans) in a relationship in order to form a harmonious relationship and create an awareness and willingness to merge individual desires for the sake of the integration of a common desire and achieve relation success.

Of course this will improve a performance because it is related to interactions that include thoughts, feelings and cooperation in carrying out an workforce. The shared values that exist in an organization can be used as guidelines for all parties involved in the organization. When these shared values are in line with the values that exist in the workforce, it will have an impact on a good view of an organization.

Relational Success is a marketing strategy to understand customers better, companies can provide a higher level of customer service and develop deeper customer relationships. Relational Success aims to be able to build good and sustainable relationships.

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