

Employees Perceptions

by Soegeng Wahyoedi

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EMPLOYEES PERCEPTIONS ON THE RESILIENCE STRATEGY OF NATIONAL HOSPITAL IN SURABAYA IN FACING THE ECONOMIC CRISIS AS THE IMPACT OF THE COVID-19 PANDEMIC

Wendy Miharja¹, Soegeng Wahyoedi², Melitina Tecolu³

^{1,2,3}Faculty of Economic and Business, Krida Wacana Christian University

Correspondence Address: Jl. Tanjung 132, P. Raya No.4, Jakarta

E-mail: ¹wendy.miharja@gmail.com

Abstract

Based on the background of the post-COVID-19 pandemic, which has not completely subsided and the global economic situation which has resulted in slow economic recovery and can threaten the sustainability of the company, the research problem is formulated as follows: "How do employees perceive the company's resilience strategy that has been implemented in the face of the economic crisis? as a result of the COVID-19 pandemic?" This research was conducted with the aim of understanding the strategies implemented by companies in maintaining business resilience in the face of the economic crisis as a result of the COVID-19 pandemic. So that the purpose of this study can be described to determine employee perceptions of the company's resilience strategy that has been implemented in the face of the economic crisis as a result of the COVID-19 pandemic. This study uses a qualitative descriptive method by conducting interviews where research participants are employees who have worked at least three years in the company or have worked at the company during the COVID-19 pandemic.

Keywords: Resilience Strategy, Economic Crisis, Covid-19 Pandemic

1. INTRODUCTION

Indonesia has not been spared the COVID-19 pandemic. The fast and massive COVID-19 has forced the government to impose social restrictions and community activities on a large scale to break the chain of virus spread. This policy is also followed by provisions for reducing business operating hours. As a consequence, this policy disrupted economic activity, which resulted in many companies closing their businesses and going bankrupt, which in turn resulted in a reduction in the number of workers and massive layoffs. Large-Scale Social Restrictions (PSBB) were implemented in 2020 as a government response to prevent the spread of Covid-19. After being implemented for two stages and the results were deemed ineffective, PPKM was changed to micro-based PPKM (micro PPKM) from 9 to 22 February 2021. In the micro PPKM policy, restrictions were made to the level of neighborhood units (RT) and community units (RW), however, the operating hours of shopping centers/malls are more loosely regulated and office restrictions are looser, namely 50% working from the office and 50% working from home. The micro PPKM policy has been extended several times until July 2021.

As an effort to deal with the second wave of COVID-19, the government implemented an emergency PPKM on July 3 to 25, 2021 which is valid in 136 cities/districts throughout Indonesia. The tightening of activities in the emergency PPKM includes 100% working from home for the non-essential sector, all online teaching and learning activities, closing activities at shopping centers/malls/trade centers, restaurants/restaurants not serving meals in places, closing places of worship, public facilities and arts/cultural activities, sports and social activities are temporarily closed. The implementation of emergency PPKM has succeeded in reducing the addition of daily confirmed cases to below 10,000 cases per day. On July 21, 2021, the government announced a new term regarding the mechanism for implementing PPKM with a scale/level starting from the first to the fourth level. This scale/level PPKM mechanism has been used by the government to date.

The COVID-19 pandemic resulted in the Indonesian economy in 2020 experiencing a growth contraction of 2.07%. Almost all industries and business fields have been affected by the

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COVID-19 pandemic, including the health sector. The healthcare industry has also been affected by the Covid-19 pandemic. It started when the Ministry of Health issued a policy for hospitals to reduce routine practice services except in emergency conditions. Meanwhile, at the same time, the public has also limited visits to hospitals for fear of contracting COVID-19. These policies and phenomena resulted in a significant decrease in the number of patients seeking treatment at the hospital so that the hospital's income fell. When hospital income decreases, at the same time hospital expenditures actually increase due to the need to complete infrastructure and equipment to deal with the COVID-19 pandemic. Some hospitals have started to make efficiency improvements by laying off employees due to reduced patient visits by 70-80%, such as the Faisal Islam Hospital in Makassar and Lasinrang Pinrang Hospital. Similarly, the six major national hospitals that are listed on the Indonesia Stock Exchange, such as Omni Hospital, Mayapada Hospital, Royal Prima Hospital, Hermina Hospital, Siloam Hospital and Mitra Keluarga Hospital, the stock prices of all of these hospitals fell drastically.

In addition to hitting the financial stability of hospitals, the pandemic has also caused an increase in infection rates, stress, anxiety and fatigue for health workers. The results of research in Indonesia in 2020 showed that around 66% of respondents from 44 health workers experienced anxiety, 55% stress and 23% depression due to COVID-19. At a time when the COVID-19 pandemic has not yet fully ended and the economic recovery has not returned to normal levels, the world economy is again faced with a very challenging situation that comes and goes. Rising geopolitical tensions initiated by Russia's invasion of Ukraine caused global economic turmoil. The war has exacerbated the inflation problem and resulted in a spike in food and energy prices around the world. The high and continuous inflation rate has driven the trend of increasing the benchmark interest rate carried out by most of the central banks in the world. Soaring inflation and high uncertainty in energy supply resulted in the weakening of the Euro currency, where for the first time in the last 20 years the exchange rate of the Euro and the US Dollar was almost equal (less than 1 cent). The economic downturn and crisis due to a prolonged war have the potential to cause an economic crisis in Indonesia in 2023.

Based on the background of the post-COVID-19 pandemic, which has not completely subsided and the global economic situation which has resulted in slow economic recovery and can threaten the sustainability of the company, the research problem is formulated as follows: "How do employees perceive the company's resilience strategy that has been implemented in the face of the economic crisis? as a result of the COVID-19 pandemic?" This research was conducted with the aim of understanding the strategies implemented by companies in maintaining business resilience in the face of the economic crisis as a result of the COVID-19 pandemic. So that the purpose of this study can be described to determine employee perceptions of the company's resilience strategy that has been implemented in the face of the economic crisis as a result of the COVID-19 pandemic.

Theoretical Concept

The crisis caused by the COVID-19 pandemic appeared very suddenly and not only had an impact on organizations or companies, but also had an impact on all global socio-economic aspects. Booth (1993) defines a crisis as a situation faced by an individual, group or organization that cannot be overcome using routine or normal procedures as usual. In the midst of an uncertain situation that has never been experienced before the sustainability of the business world or a company is facing a very formidable challenge. Colbert and Kurucz (2007) identify the definition of sustainability as an effort to continue the business, while another understanding that is often used refers to efforts to ensure the future of an organization or company.

The Board of Directors of Ford Motor Company has a focus on sustainable growth which is defined as the ability to meet the needs of today's customers while taking into account the needs of future generations (Ford 2012). This is reinforced by Geissdoerfer et al (2017) which states that sustainability is related to a balanced integration of social, environmental and economic

performance aspects ⁷ human life for the benefit of current and future generations. Business actors or entrepreneurs can demonstrate their ability to innovate by implementing survival mechanisms to manage the impact of the crisis on their business, namely marketing innovation through alternative methods of promotion or pricing (Naidoo, 2010), the use of alternative distribution channels (Yu-Lian, 2008), product reengineering and use of cheap and effective online promotion methods (Bourletidis & Triantafylopoulos, 2014). Miyamoto (2021) says ⁸ that adaptation in the business world during a pandemic is very important. Entrepreneurs need to take active steps by identifying challenges in facing the crisis and identifying strengths that can be done during ⁸ the COVID-19 recovery period. In addition, Masato Usui (2021) in the same event, assessed that new ways of working and increasing the importance of health and safety in the midst of the COVID-19 pandemic can encourage economic improvement.

Enterprise Resilience

Lengnick-Hall (2011) defines organizational resilience ²⁵ as the ability to absorb effectively, develop responsiveness to specific/special situations ¹⁸ and engage deeply in transformative activities aimed at overcoming disruptive events that have the potential to threaten the survival of the organization. Annarelli and Nonino (2016) argue that resilience ²³ is the ability to deal with disturbances and unexpected events based on strategic awareness. Research on resilience includes high organizational reliability, positive organizational behavior, business models and supply chain stages (Olawale Fatoki, 2018) (Craven et al., 2020) (Obrenovic et al., 2020).

Management Flexibility

¹⁶ Flexibility is agility that demands multi-dimensional concepts and versatility, relating to change, innovation and novelty, combined with robustness and resilience which implies stability, sustainable excellence and the ability to continuously evolve (Bahrami 1992). Eppink (1978) categorizes three types of flexibility, namely Operational Flexibility, Competitive Flexibility, and Strategic Flexibility.

Adaptation and Innovation

During the COVID-19 pandemic, many companies or businesses cannot operate as before. Competitive advantage shifts dynamically as business models have to adapt to new market realities, and an organization's core capabilities may no longer be the difference. Various changes that occurred during the COVID-19 pandemic include changes in sales methods, the need for new offerings, changes in consumer behavior, and the entry of new competitors from different industries.

Maintenance of Relationships with Employees ³

According to Asghar, B.; Wasim, A.; Jahanzaib, M.; Hussain, S. (2016), the concept of employee relations refers to a positive relationship between two or more people who are involved in social and authoritative relationships within a company. Pang, K.; Lu, C.-S. (2018) stated that employees who do the same job, interact and communicate with ¹⁷ others tend to develop similar feelings about certain elements in the work or work situation. De Massis, A.; Audrusch, D.; Uhlaner, L.; Kammerlander, N. (2018) argues that positive employee relationships in the workplace are characterized by quality interactions between employees and leaders as well as a sense of kinship within the company. During the COVID-19 pandemic, employees experienced various challenges, such as health problems (being exposed to the virus), financing their own health and affected family members and adapting to the new realities of work. Employees need supervisory support, psychological empowerment, mental strengthening, work appreciation and intensive communication from company leaders to them. Besides that, employee ²⁴ engagement is also an important aspect in maintaining relationships between employees. Employee engagement is positive behavior at work, being able to complete work with the power of thought that is described with enthusiasm, dedication, and absorption (Priskila et al., 2021). When these conditions occur, it

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can guarantee employee satisfaction so that each employee will have a strong motivation to keep working and be loyal to the organization (Infrianto & Wahyoedi, 2011).

Previous Research

There are several previous studies that discuss or analyze the topic of the problem along with similar variables. The first is a study conducted by Saputra et al (2020) which discussed and tested the flexibility and resilience of MSME businesses in facing the crisis due to the COVID-19 pandemic, which obtained the results that business flexibility was significantly affected by business resilience and collaborative capabilities.

The second is the research conducted by Obrenovic et al (2020) which explores the key factors that can affect the sustainability of a company's business and the ability to overcome difficulties through various stages of crisis, where the results show that companies that are able to maintain business continuity during a pandemic have six characteristics. , namely having a high level of virtuality, a shorter and more diverse supply chain, being able to adapt (adaptive) and flexible, applying shared leadership and good communication, applying internet and digitalization technology, and having an emergency financial plan.

The third is a study conducted by Luh Gede Kusuma Dewi (2021) which analyzes business resilience strategies carried out by young entrepreneurs, which resulted in eight strategies that support the business resilience of members of the FE Undiksha Young Entrepreneurs Association, namely varied sales strategies, utilizing opportunities in a pandemic storm, presenting various solutions to survive, staying positive, honing creative thoughts, controlling yourself to keep trying, sales tips that are in accordance with pandemic conditions and strategies for dealing with consumers. These eight strategies have been able to bring 72 entrepreneurs to survive the COVID-19 pandemic.



Figure 1. Conceptual Framework

2. IMPLEMENTATION METHOD

This study uses a qualitative descriptive method, where the researcher intends to understand the phenomena experienced by the research subject, for example behavior, perception, motivation, action and others holistically, then describe in the form of words and language, in a special natural context. by utilizing various natural metho (Moleong 2005:6). In the qualitative method, one approach that will be used in this research is a case study approach.

The sampling technique used in this study was purposive sampling, where the research participants were employees who had worked at least three years in the company or had worked at the company during the COVID-19 pandemic. In order to obtain broad and in-depth information, the researchers determined research samples from employees who could represent several divisions and levels of work within the company, such as gender, division/department and position. The number of participants in this study were 11 people.

The most frequently used data collection techniques in qualitative research are interviews, observation and document review (Sarosa 2012). The data were analyzed using several steps according to the theory of Miles, Huberman and Saldana (2014), namely analyzing the data with three steps: data condensation, data display, conclusion drawing and verification. Data reduction refers to the process of selecting, focusing, simplifying, abstracting, and transforming.

3. RESULTS AND DISCUSSION

The research data were obtained from interview techniques and distributed questionnaires to informants to dig up information related to hospital resilience to the economic crisis as a result of the COVID-19 pandemic.

3.1. View on Company Resilience in Pandemic and Crisis

To the question posed to the informant "How important do you think company resilience is in a pandemic situation and the threat of an economic crisis". All of the informants gave the same answer, namely that they all thought that the company's resilience to the economic crisis caused by COVID-19 was "Very Important". This informant's answer indicates that efforts to maintain the company's existence in the face of the economic crisis are a joint matter for all members of the hospital institution.

Resilience is understood as the capacity to minimize losses when an economic hit occurs. According to the OECD (2017), economic resilience is defined as the capacity of the economy to reduce vulnerability to shocks and recover quickly. This can be strengthened by exploring the role of policies that can reduce the risks and consequences of severe crises. The impact of Indonesia's economic resilience can be seen from the comparison of Indonesia's economic growth with ASEAN countries. HBC Asia Economics (2021) reports that in the ASEAN-5 region, the country most severely affected by COVID-19 is the Philippines with its economic growth of minus 9.6%. Indonesia was the least affected with economic growth of minus 2.1.

Hospital resilience to the economic crisis as a result of COVID-19 needs to be done. This is because the COVID-19 pandemic has also affected hospitals, both referral and non-referral COVID-19. The outbreak of the corona virus has caused a decrease in outpatient visits and non-COVID-19 inpatients. This condition resulted in a decrease in the occupancy rate. "Hospital revenues have fallen between 30-50 percent," (Director of RSGM-UGM, 2020). Decreased income has an impact on the hospital's cash flow. Disrupted cash flow causes the hospital's operating expenses to increase. If this condition continues, the hospital will be in danger of collapse and services will stop. For this reason, the importance of implementing policies to defend hospitals from the economic crisis as a result of COVID-19 has been correctly interpreted as "Very Important" by all informants in this study without distinguishing demographic differences from the informants.

3.2. Company Resilience Policy in Facing the Economic Crisis

The right policies taken by the company in a crisis including resilience in the face of the economic crisis as a result of the COVID-19 pandemic will affect the survival of the company, in this case National Hospital. To the question "What form of company resilience do I expect", all informants gave the same answer which can be categorized into:

- a. The company is still operational

The informant views that although the company is experiencing financial difficulties related to the crisis that stems from the COVID-19 pandemic, the informant is of the view that the company should continue to operate. The decision to continue operating is the right

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policy because if the company stops its operations, the losses that will be experienced by the company will be even greater. This is related to the side effects if the company stops operating, namely asset restructuring, termination of employment, and so on. For this reason, the decision to keep the company operating is a wise and very appropriate policy.

b. No employee efficiency

All informants view that even though the company is experiencing difficulties, especially in the financial sector during the economic crisis as a result of the COVID-19 pandemic, the informants are of the opinion that the company does not need to reduce employees both in the number of employees and reduce the working hours of employees which has an impact on decreasing the remuneration received by employees. Retaining employees without making reductions in the name of efficiency is seen as a very appropriate policy. Because employees are assets for a company (Desler, 2020).

c. Company finances stay healthy

The informants agreed that it is necessary for the company to keep the company's finances healthy. It is undeniable that the COVID-19 pandemic has had an impact on companies in the form of a reduction in manpower both in number and in working hours. This is because the company is experiencing financial difficulties due to the decline in economic activity in all fields. However, the informants argue that the company does not need to reduce employees or work hours and even salaries will be reduced if the corona virus continues, as their narrative in point b above is that there is no employee efficiency. The informants all agreed that what the company needs to do is prepare an emergency fund and cash to ensure the hospital continues to operate as usual without significant operational disruptions.

3.3. The Company's Strategy to Survive in Pandemics and Crises

To the question of what strategy did the company take to survive the economic crisis as a result of the COVID-19 pandemic. The respondents gave their answers as follows:

a. Adaptive and Flexible

The informants agree that management flexibility is a very appropriate strategy for the company in dealing with the economic crisis as a result of the COVID-19 pandemic. Sushil (2013) in his book *Managing Flexibility: Developing a Framework of Flexibility Maturity Model*, argues that management is currently faced with growing uncertainty in its environment as a result of global changes that take place very quickly and exponentially. For this reason, it is necessary to develop a new approach to deal with this uncertainty.

b. Employee Maintenance

The paradigm of human resource management owned by the company has shifted to a new paradigm that views human resources as an asset of the company. Human resources are human capital whose quality will increase along with the increasing competence of employees through education and training. For this reason, the employee maintenance policy perceived by the informants in this study was deemed appropriate. The implementation of employee maintenance policies, perceived by the informants include support and attention to employees, no employee efficiency, and the stability of the work situation in the midst of a crisis.

c. Financial Arrangements

Informants of the view that the company's financial regulation policy that must be carried out in order to build resilience in the face of the economic crisis as a result of the COVID-19 pandemic are (1) Cost effective and cost efficiency without reducing service quality, (2) Adjusting product/service prices, (3) Adjusting employee salaries, (4) appropriate investment.

3.4. Constraints or Challenges Faced When Carrying Out Company Strategies and Policies During a Pandemic

The informants' answers to the constraints or challenges faced by the company are as follows:

- a. Conflict with fellow employees³⁴
Rodiah (2021) found that the COVID-19 pandemic had an impact on organizational conflict and stress. The COVID-19 pandemic has implications for increasing conflict and stress within organizations. This is what informant M believes, that the strategies and policies taken by the company during the COVID-19 pandemic will have implications for conflicts with fellow employees. One of the ways to overcome conflict and stress in health institutions, including: clarifying the duties of each component in accordance with the job description; provide explanations to each component of the institution to work carefully, full of responsibility and ask for advice from colleagues or leaders.
- b. Personal constraints (motivation, finance, health, etc.)
Rodiah's research (2021) found that if people in a group regard their own interests as a high priority, they want their own goals to be achieved, fight over available resources, suspect those who hold power, stereotype them for different ideologies, reject being tolerant of various norms and trying to dominate the group, it will potentially become an obstacle for the company to implement its strategies and policies.
- c. Lack of direction and communication between leaders and employees
It is realized that without clear directions and open and clear communication to employees, it will have the potential to cause resistance from employees to policies or strategies taken by the company.
- d. Communication between work units, online and government regulations
Other informants view that communication between work units (RDS informants) is an obstacle in implementing policies and strategies, meanwhile AHT informants feel that online is a problem that has the potential to become an obstacle in implementation, and US informants view government regulations as obstacles or obstacles in policy or practice strategy.

3.5. Another Strategy That Can Help Companies Stay Afloat in Pandemics and Crises

From in-depth interviews with informants, several strategies were presented by the informants as alternative strategies to help companies survive in the mass pandemic and crisis, namely:

1. Business diversification, or adding value to services, service areas, improving the quality of human resources, being selective in performance evaluation and recruitment (informant M)
2. Efficiency of utility, efficiency of working hours, making appropriate new business patterns according to market trend analysis (LW informant)
3. the company innovates on service products (EM informants)
4. Maximizing the advantages of each unit to innovate (HH informant)
5. Digital Marketing (MM informant)
6. Utilization of digitalization and marketing is more activated (AHL informant)
7. Using the right technology and retaining the best human resources (RDS informants)
8. Expenditure and energy efficiency (US informant)
9. Digitization and Lean Management (HC, MM, and AHL informants)
10. Innovating in services so that they can create new services that are innovative and needed at the right time (informants Y, EM, and HH).

Business diversification, adding value to services and service areas, improving the quality of human resources, selectivity in performance evaluation, as well as recruitment suggested by informant M are alternative strategies that are worthy of consideration by the company. Diversification is an effort¹⁴ diversify the type of business. Diversification is a business that is often taken by a company. Kotler and Armstrong (2008:71) explain diversification as a company's growth strategy by starting a new business or buying other companies outside the company's current products and markets. This opinion is supported by Tjiptono, Chandra and Adriana (2008:

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148) stating that diversification is a strategy to develop new products for new markets. The situation that supports the implementation of this strategy is when there are no more growth opportunities for the current product or market, the market environment served is very unstable, and has an impact on profits or profit fluctuations, and the company intends to optimize its core competencies. Product diversification is an effort made by the company to diversify products or services by creating new products or services to suit the tastes and needs of consumers so as to increase sales.

Meanwhile, to support the company's policies and strategies, reliable human resources are needed. Quality human resources will be produced through a process of selectivity in the recruitment of good employees accompanied by an evaluation of the performance of employees. Thus the strategy proposed by informant M deserves to be considered by the company as an alternative strategy.

The Strategy of Conducting Innovation in services so as to create new services that are innovative and needed at the right time as an alternative strategy proposed by informants Y, EM, and HH are also worthy of consideration by the company. Innovation is the key word in a company to be able to grow and develop to win the competition and survive change. The industrial revolution 4.0 has created changes in all fields with very fast intensity with an exponential trend.

The impact of global changes due to the industrial revolution 4.0 is the shortening of the life cycle of a product or service. understanding the life cycle of a product will help a business to survive in the midst of various developments. As it is known that the product life cycle is divided into stages of Development; Introduction; Growth; Maturity; Decrease.

The rapid development of information technology shortens the product life cycle from introduction to decline. To survive in the growth and maturity phase, the company needs to make the right innovations so that it does not experience a decline phase. So that the innovation policy suggested by the informants AM, BS, D is correct. And this alternative policy is the antecedent of the first policy suggested by informant M.

Utilization of digitalization and more activated marketing (AHL informants, MM, and HC informants) is an alternative strategy that is worth considering by the company. The current economic era is known as the digital economy era. Digitalization in all aspects of the economy has begun along with the industrial revolution 4.0 where the economy is integrated through digitalization. So the strategy presented by AHL, MM, and HC informants is worthy of consideration for the company. If observed, the development of digitalization has been very massive, payment traffic has now been carried out digitally, including marketing services through digital marketing. All of this changes the management order where lean management is needed, which was conveyed by the MM informant.

Other alternative policies besides the three main policies above are Using the right technology and retaining the best human resources (RDS informants) and Expenditure and energy efficiency (US informants). Both of these policies are normative policies, where companies are required to maintain efficiency in both the expenditure and energy sectors. This policy should have been embedded with the company's main policies, and become more strategic during this COVID-19 pandemic where the company is experiencing an economic crisis. Efficiency means the company works by eliminating unnecessary costs which are waste. To increase this efficiency, the appropriate technology proposed by the RDS informant may be considered by the company.

4. CONCLUSION

From the information obtained through informants, it can be concluded in this study as follows.

1. In order to face the economic crisis as a result of the COVID-19 pandemic, companies need to take policies and strategies to defend the company from the economic crisis.
2. The policies taken by the company in facing the economic crisis in order to survive are divided into:

- a. Company Still Operating
- b. No employee efficiency
- c. Company finances stay healthy
3. The strategy taken by the company in dealing with the crisis is
 - a. Adaptive and Flexible
 - b. Employee Maintenance
 - c. Financial Arrangements
4. Alternative strategies that the company can take are
 - a. Business diversification, or adding value to service area services, improving the quality of human resources, being selective in performance evaluation and recruitment.
 - b. Utility efficiency, working hours efficiency, create new business patterns that are appropriate according to market trend analysis.
 - c. the company innovates on service products.
 - d. Maximizing the advantages of each unit to innovate.
 - e. Digital Marketing
 - f. Utilization of digitalization and marketing is more activated
 - g. Using the right technology and retaining the best HR
 - h. Expenditure and energy efficiency
 - i. Digitization and Lean Management
 - j. Innovate in service so that it can create new services that are innovative and needed at the right time

Recommendation

As for suggestions that can be given for further research, among others, the first is to be able to follow up on the findings in the study by conducting research based on quantitative methods, because this research is qualitative. Quantitative research is needed to test whether the results of this study are tested. Second, further research that intends to conduct qualitative research, presumably this research can be transferred to other research subjects as a form of transferability from qualitative research that has been carried out by researchers.

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