

THE EFFECT OF MANAGEMENT COMMITMENT AND TEAM ORIENTATION ON COMPLIANCE IN FILLING ELECTRONIC MEDICAL RECORDS WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE INPATIENT INSTALLATION OF HERMINA HOSPITAL DEPOK

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Abstract

This study aims to test the influence of management commitment and team orientation on compliance in filling electronic medical records with competence as an intervening variable in the implementation of Hermina Hospital, Depok. This research method is quantitative with a cross-sectional study design. The population is doctors at Hermina Hospital Depok who work in the inpatient department totals 133 people. The results of the sample calculation obtained 100 respondents. The data collection technique used a questionnaire, and the analysis method used SEM-PLS. The results of the study showed that management commitment, team orientation, and doctor competence had a simultaneous effect on compliance in filling electronic medical records at Hermina Hospital, Depok. Management commitment and team orientation had a significant effect on doctor competence, which in turn also had a direct effect on compliance in filling out medical records. In addition, doctor competence mediated the relationship between management commitment and team orientation on compliance. Improving doctor competence is the main key to ensuring compliance. The conclusion of this study confirms that to improve compliance in filling electronic medical records at Hermina Hospital, Depok, attention is needed to management commitment and team orientation. Improving doctor competence is the main key in ensuring compliance, with competence functioning as a mediator between management commitment and team orientation towards compliance.

Keywords: Management Commitment, Team Orientation, Competence

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh komitmen manajemen dan orientasi tim terhadap kepatuhan dalam pengisian rekam medis elektronik dengan kompetensi sebagai variabel perantara dalam implementasi di Rumah Sakit Hermina, Depok. Metode penelitian ini bersifat kuantitatif dengan desain studi cross-sectional. Populasi penelitian adalah dokter di Rumah Sakit Hermina Depok yang bekerja di bagian rawat inap dengan total 133 orang. Hasil perhitungan sampel diperoleh 100 responden. Teknik

pengumpulan data menggunakan kuesioner, sedangkan metode analisis menggunakan SEM-PLS. Hasil penelitian menunjukkan bahwa komitmen manajemen, orientasi tim, dan kompetensi dokter memiliki pengaruh simultan terhadap kepatuhan dalam pengisian rekam medis elektronik di Rumah Sakit Hermina, Depok. Komitmen manajemen dan orientasi tim memiliki pengaruh signifikan terhadap kompetensi dokter, yang pada gilirannya juga memiliki pengaruh langsung terhadap kepatuhan dalam pengisian rekam medis. Selain itu, kompetensi dokter berperan sebagai variabel mediasi dalam hubungan antara komitmen manajemen dan orientasi tim terhadap kepatuhan. Peningkatan kompetensi dokter merupakan kunci utama dalam memastikan kepatuhan. Kesimpulan penelitian ini menegaskan bahwa untuk meningkatkan kepatuhan dalam pengisian rekam medis elektronik di Rumah Sakit Hermina, Depok, perhatian perlu diberikan pada komitmen manajemen dan orientasi tim. Peningkatan kompetensi dokter merupakan kunci utama dalam memastikan kepatuhan, dengan kompetensi berfungsi sebagai mediator antara komitmen manajemen dan orientasi tim terhadap kepatuhan.

Kata Kunci: *Komitmen Manajemen, Orientasi Tim, Kompetensi*

INTRODUCTION

Completeness of medical records is very important because it affects the service process carried out by medical personnel and affects the quality of services at a hospital, and medical records must be made completely after the patient receives services. Completeness in filling out medical record files by doctors will make it easier for other health workers to provide action or treatment to patients, and can be used as a data source in determining the evaluation and development of health services (Ondogan et al., 2023). Problems that often arise in filling out electronic medical records are that the filling process is incomplete, and the doctor's writing is not specific enough regarding the diagnosis (Aulia et al., 2022), and incomplete electronic medical record filling has the potential to cause errors in nursing action planning (Prananingtias et al., 2023), besides that, this situation will have an impact on the internal and external aspects of the hospital, because the results of data processing are the basis for making internal hospital reports and external hospital reports (Binarti & Fitriyana, 2022).

Doctors' compliance in completing patient medical records sometimes has obstacles that are quite at odds with patient handling time, because of the large number of patients that must be handled, making doctors' compliance in completing electronic medical records often neglected (Fajariyani et al., 2020). The form of doctor compliance can be formed through full commitment of management (Ashill et al., 2019), in addition, management orientation towards team work results to produce quality services, forms the behavior of doctors who comply with the completeness of filling in the patient's electronic medical records (Ismawati et al., 2022), and with adequate competence regarding the function of patient medical records, it becomes a determinant of doctor compliance with the completeness of filling in the patient's electronic medical records (Kee et al., 2020), where the level of compliance is related to the aspects of trusting, accepting, and carrying out (Altman & Taylor, 1973). Management commitment is related to involvement in shaping individual behavior in achieving a goal (Marutha & Ngoepe, 2019) because management commitment affects the competence of health workers (Tamsah et al., 2023).

Management commitment is needed to establish doctor compliance in completing electronic medical records (Alkureishi et al., 2019), because management's commitment focuses on achieving the established mission, thus determining the level of compliance in filling electronic medical records completely (Sharifi et al., 2021), and management commitment determines individual consistency towards achieving organizational goals (Nderitu et al., 2019), and management commitment has an impact on doctors' compliance in filling electronic medical records completely (Shehu Mashi et al., 2019).

In addition to management commitment, management orientation towards team work results, determines that the members involved have the competence to collaborate and carry out effective service coordination (Weaver et al., 2019) Because team orientation has an impact on increasing competence (Bragadóttir et al., 2023). Management orientation towards teamwork results will unite the shared vision of its members striving to realize quality services, thus forming compliance with the completeness of filling in the patient's electronic medical records (Jimma & Enyew, 2022; Morales-Huamán et al., 2023; Rajamani et al., 2021). An individual's ability to react to responsibility in completing work depends on the competencies he or she has, so that he or she can produce optimal performance (Rochmawati & Indiyati, 2022) Competence determines the level of knowledge of doctors about the importance of filling out a patient's electronic medical records completely (Kusmiati et al., 2023), on the other hand, competence does not affect the level of compliance of doctors in filling out electronic medical records when faced with a large number of patients (Htay & Whitehead, 2021), but with the competence possessed by doctors, it will create an awareness that the completeness of filling in electronic medical records is necessary for planning further medical actions, thus influencing the level of doctor compliance in filling in the completeness of patient medical records (Bryl et al., 2022; Detering et al., 2020; Hanganu & Ioan, 2022; Laarman et al., 2020). Hermina Hospital, Depok faces serious challenges related to doctors' compliance in completing electronic patient medical records, with a compliance rate that has not reached 100%. Data shows that only 85% of medical record forms are complete, 39% of discharge summary forms are empty, and 67% of initial assessments have not been filled in. Discussions with 10 doctors revealed that 70% of them found it difficult to input data due to the large number of patients to be treated in one day, while 30% felt burdened by the obligation and tended to delay filling it in. This incompleteness results in the risk of data loss, patient information exchange, and potential errors in patient treatment.

Based on information from the head of the medical records department regarding the achievement of completeness of filling in electronic medical records for patients which has only reached 63%, it shows the low level of doctor compliance with compliance in filling in electronic medical records, and this, when connected with information from the results of discussions with 10 doctors, shows that there are problems with management commitment, team orientation and competence, where this is reinforced by previous research which concluded that the level of doctor compliance in filling in electronic

medical records is influenced by management commitment (Ashill et al., 2019), team orientation (Ismawati et al., 2022), and competence (Kee et al., 2020). But these studies were conducted by each study, where none have combined the variables of management commitment, team orientation and competence in influencing the level of doctor compliance in filling out patient electronic medical records in one complete study, so that this study has a novelty that unites these variables in a more comprehensive research model. The hypotheses proposed in this study aim to examine the factors influencing doctors' compliance in filling out electronic medical records at the inpatient installation of Hermina Hospital, Depok. It is hypothesized that management commitment, team orientation, and competence simultaneously influence doctors' compliance in completing electronic medical records. Furthermore, management commitment is believed to have a direct effect on doctors' competence, just as team orientation is also expected to positively influence their competence. In addition, both management commitment and team orientation are hypothesized to directly influence doctors' compliance in filling out electronic medical records. Competence itself is also proposed to have a direct influence on this compliance. Finally, this study posits that competence acts as a mediating variable in the relationship between management commitment and compliance, as well as in the relationship between team orientation and compliance in the context of electronic medical record completion.

METHOD

This research was conducted at Hermina Hospital, Depok, located at Jl. Siliwangi No. 50, Depok, Pancoran Mas District, Depok City, West Java 16436. The study was carried out over a period from May to November 2024 as part of the completion of the thesis. The research employed a quantitative approach with a cross-sectional study design, which aims to describe and analyze the relationship between causal variables and their effects at a single point in time. In this study, the independent variables consist of management commitment and team orientation, which are examined with the dependent variable, namely compliance with filling out electronic medical records. Additionally, competence serves as an intervening variable that may mediate the relationship between the independent and dependent variables. The population of the study included doctors working in the inpatient installation of Hermina Hospital, Depok, totaling 133 individuals. The sample was selected using a non-probability sampling technique. The Slovin formula was used to determine the appropriate sample size with a 5% margin of error, resulting in a final sample of 100 respondents. For data analysis, the study utilized the Partial Least Squares (PLS) method with the help of Smart PLS software version 3, allowing for a comprehensive evaluation of the structural relationships among the variables involved in the research model.

RESULTS AND DISCUSSION

Demographic data shows the characteristics of respondents with the majority being male (59%) and over 40 years old (80%). Most respondents have specialist degrees (96%),

while only 4% have doctoral degrees. In terms of length of service, 35% of respondents have 1-5 years of experience, while 13% have worked for 11-15 years. The majority of respondents are part-timers (82%), indicating a respondent profile that is dominated by men, elderly, highly educated, and part-time workers.

Management Commitment

The management commitment variable consists of 4 dimensions with 8 statement items.

Table 1. Three-Box Method Analysis of Management Commitment Variable (X1)

DIMENSIONS	INDEX	CATEGORY
PLANNING	68.25	Moderate
ORGANIZING	66.13	Moderate
DIRECTION	64.75	Moderate
SUPERVISION	67	Moderate
AVERAGE MANAGEMENT COMMITMENT INDEX	66.53	Moderate

Source: Primary Data, 2024

Based on Table 1, the analysis of management commitment to filling out electronic medical records (EMR) shows that the highest dimension is planning with an index of 68.25, where the highest statement is "Management makes EMR a means of supporting quality services" with a score of 68.50. The "moderate" category in this context illustrates that management has made quite good efforts, but there is still room for improvement and strengthening in the implementation of EMR. On the other hand, the lowest dimension is direction with an index of 64.75, and the lowest statement is "Management directs doctors to divide their time in filling out the RME" which scored 64.25. The "moderate" category here indicates that although there are efforts to provide direction to doctors, its effectiveness is still less than optimal and requires more attention to improve compliance in filling out medical records. Overall, although all dimensions are in the moderate category, there is a need to improve various aspects so that compliance in filling out the RME can be maximized.

Team Orientation

The Team Orientation variable consists of 2 dimensions with 4 statement items.

Table 2. Three-Box Method Analysis of Team Orientation Variable (X2)

DIMENSIONS	INDEX	CATEGORY
RELATIONSHIP BETWEEN SUPERIORS AND SUBORDINATES	69.75	Moderate
TEAMWORK	68.25	Moderate

TEAM ORIENTATION AVERAGE INDEX	69	Moderate
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Source: Primary Data, 2024

Based on Table 2, all categories show a "moderate" score, reflecting that many respondents agree that the orientation and relationship between superiors and subordinates and teamwork are going well. The highest index is in statement number 1, "Leaders form a vision to maintain doctor compliance in filling out RME," with a score of 70.25, underlining the importance of leadership vision in ensuring compliance. In contrast, the two statements with the lowest scores are related to "Teamwork." This indicates that leadership direction to maintain doctor focus on filling out RME and involving other units in reminding doctors still needs to be improved.

Competence

The competency variable consists of 3 dimensions with 6 statement items.

Table 3. Three-Box Method Analysis of Competency Variable (X3)

DIMENSIONS	INDEX	CATEGORY
KNOWLEDGE	65.13	Moderate
SKILLS	64.75	Moderate
ATTITUDE	66.25	Moderate
AVERAGE COMPETENCY INDEX	65.38	Moderate

Source: Primary Data, 2024

Based on Table 3 shows that all categories are in the "moderate" score, reflecting that doctors have sufficient understanding of the knowledge and skills in filling out the RME. The highest index is in the Attitude dimension, with statement number 5, "I complete the RME filling for proper patient treatment planning," and statement number 6, "I view the completeness of the RME filling as a form of compliance," both having a score of 66.25. This shows the respondents' positive attitude towards the importance of filling out the RME. On the other hand, the lowest scores are in the Knowledge and Skills dimension. In the Knowledge dimension, statement number 2, "I know how to be thorough in filling out the RME," has a score of 64.50, indicating a lack of confidence among some respondents in the thoroughness of filling out the RME. In the Skills dimension, statement number 3, "I can make time to fill out the RME even when I am busy," also has a score of 64.50, indicating a challenge for some respondents to make time amidst their busy schedules.

Compliance in filling electronic medical records

Variable compliance in filling electronic medical records consists of 5 dimensions with 10 statement items.

Table 4. Three-Box Method Analysis of Compliance in Filing Electronic Medical Records (Y)

DIMENSIONS	INDEX	CATEGORY
PERCEPTION OF BENEFITS	67.38	Moderate
PERCEPTION OF EASE	69.75	Moderate
ATTITUDE	70.28	Moderate
SUBJECTIVE NORMS	70.28	Moderate
BEHAVIOR CONTROL	69.50	Moderate
AVERAGE COMPLIANCE IN FILLING ELECTRONIC MEDICAL RECORDS INDEX	69.48	Moderate

Source: Primary Data, 2024

Table 4 shows that all categories are in the "moderate" score approaching high, reflecting that doctors are compliant in filling out the RME, although not yet at a high stage. The highest index is in the Subjective Norm dimension, with statement number 7, "I believe that RME will improve the efficiency of health services in the hospital," which has a score of 72.00. This high score indicates the respondent's belief that the use of RME can have a positive impact on the efficiency of health services, which is important to encourage the acceptance of RME among health workers. In contrast, the lowest score was in the Perceived Benefits dimension, with statement number 1, "I use RME to make it easier to monitor the development of the patient's condition," which had a score of 67.25, indicating that the use of RME has not completely facilitated monitoring the development of the patient's condition.

Table 5. Average Matrix Analysis Three-Box Method

NO	VARIABLES	R	S	T	BEHAVIOR
1	Management Commitment		√		Commitment
2	Team Orientation		√		Collaboration
3	Competence		√		Development
4	Compliance with filling electronic medical records		√		Obedient

Source: Data Processing Results by Researchers, 2024

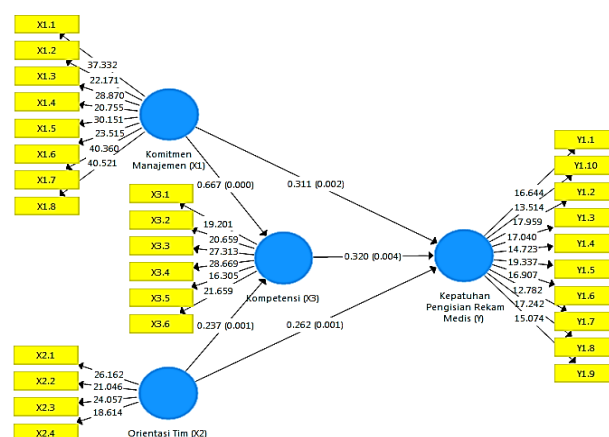
Table 5 explains that management commitment behavior is commitment, namely behavior that describes how management plays a role in providing resources, policies, and a conducive environment to achieve organizational goals. Team orientation is closely related to collaboration, where team members work together effectively to achieve common goals, share information, and support each other. Competence is related to development, where individuals continuously improve their skills and knowledge to meet job demands and adapt to change. The context of compliance with filling out electronic medical records, compliance is behavior that shows how health workers routinely and timely fill out electronic medical records following established standards and guidelines.

Outer Model Evaluation

The results of the Convergent Validity test show that all items in the Management Commitment variable are valid, with item X1.8 having the highest value of 0.885. The Team Orientation variable also shows that all items are valid, with X2.1 reaching 0.832. In the Competence variable, the highest value is X3.4 at 0.835, while all items in the Electronic Medical Record Compliance variable are valid, with Y1.5 at the top with a value of 0.789. Overall, all items show a significant contribution to the construct being measured. Furthermore, the discriminant validity test shows The AVE value of each variable is above 0.50 so that the AVE value for the discriminant validity test has met the requirements for further testing and the Cronbach's Coefficient Alpha value for all variables is > 0.6 or even close to 1 and the Composite reliability value is > 0.7 , so that all variables in this study are declared reliable. The structural model fit test shows the Goodness of Fit (GoF) assessment with two main indicators: Standardized Root Mean Square Residual (SRMR) of 0.070 and Normed Fit Index (NFI) of 0.762. SRMR values below 0.08 indicate a fairly good model fit, while NFI values below 0.90 indicate an adequate model fit. Overall, this model has a fairly good level of fit.

Inner Model Evaluation

The construction of the structural model test path diagram in this study uses 2 exogenous variables, 1 endogenous variable, and 1 intervening variable which describes the relationship between variables as shown in the following Figure.



Picture 1. Inner Model Test Results

The results of the Determination Coefficient test show that Competence has an R-square value of 0.706, indicating that Management Commitment and Team Orientation explain about 70.6% of its variability. Meanwhile, Compliance with filling out electronic medical records has an R-square of 0.650, meaning that the three independent variables (Management Commitment, Team Orientation, and Competence) explain about 65% of its variation. The results of the simultaneous hypothesis test show that the R-Square of Compliance with filling out electronic medical records is obtained by R2 of 0.650 (65%). The number of independent variables (k) is 3 and the number of research samples (n) is 100 with a significance level of α of 5%, then the F count is 59.42 > F table 2.70, which means that the variables of organizational commitment, team orientation and competence simultaneously influence and contribute to Compliance with filling out electronic medical records by 65%, so that the first hypothesis is accepted.

Table 6. Direct Influence Test Results

VARIABLES	ORIGINAL (O)	SAMPLE	P VALUES
MANAGEMENT COMMITMENT -> COMPETENCE	0.667		0,000
TEAM ORIENTATION -> COMPETENCE	0.237		0.001
MANAGEMENT COMMITMENT -> COMPLIANCE IN FILLING ELECTRONIC MEDICAL RECORDS	0.311		0.002
TEAM ORIENTATION -> ELECTRONIC MEDICAL RECORD COMPLIANCE	0.262		0.001
COMPETENCE -> COMPLIANCE IN FILLING ELECTRONIC MEDICAL RECORDS	0.320		0.004

Source: Primary Data, 2024

Table 7. Indirect Effect Test Results

VARIABLES	ORIGINAL (O)	SAMPLE	P VALUES
MANAGEMENT COMMITMENT→COMPETENCE→ COMPLIANCE IN FILLING ELECTRONIC MEDICAL RECORDS	0.210		0.006

TEAM ORIENTATION→COMPETENCE→ COMPLIANCE IN FILLING ELECTRONIC MEDICAL RECORDS	0.070	0.024
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Source: Primary Data, 2024

DISCUSSION

This study aims to analyze how management commitment, team orientation, and competence simultaneously and partially influence the level of compliance of doctors in filling out electronic medical records (EMR) at Hermina Hospital Depok. The results of the study indicate that all three variables simultaneously have a significant effect on doctor compliance. This means that the higher the management commitment, the better the team orientation, and the higher the competence of doctors, the higher the level of compliance in filling out EMRs. Management commitment was found to have a significant direct influence on compliance in filling out EMRs. This shows that active support from hospital management in creating a conducive work environment and supporting procedural compliance plays a significant role in encouraging doctors to fill out EMRs completely and accurately.

In this context, Fayol's theory (2013) emphasizes that management commitment includes active involvement in supporting the achievement of organizational goals. This finding aligns with the views of Terry (1972) and Follett (2013), who argue that managerial roles are not limited to planning and organizing but also include motivating and directing human resources. Additionally, team orientation also demonstrates a significant influence on compliance. Collaboration among medical team members creates synergy in the execution of clinical tasks, including RME completion. Robbins & Judge (2017) state that team orientation encourages members to work together toward achieving common goals. In the hospital context, team orientation creates a supportive and well-coordinated work environment, thereby improving the accuracy and completeness of medical data entry. Research by Morales-Huamán et al. (2023) and Jimma & Enyew (2022) also supports that strong team orientation enhances compliance with established procedures.

Doctors' competence as an independent variable also significantly influences the level of compliance in filling out the RME. The competence referred to includes doctors' knowledge, skills, and professional attitudes in performing their duties. Robbins & Judge (2017) emphasize that competence is a combination of individual abilities that enable them to complete their work effectively. Colquitt et al. (2018) reinforce that competence includes stability in performing various activities related to performance standards. This finding is supported by the research of Kusmiati et al. (2023), Detering et al. (2020), and Bryl et al. (2022), all of which affirm that high competence among medical personnel is positively associated with the level of compliance in electronic medical documentation. Furthermore, the results of this study also indicate that management commitment has a significant influence on the improvement of doctors' competencies. This means that the higher the management commitment in providing training, facilities, and support, the higher the doctors' competencies will be. This includes providing access to continuous

training, the latest medical information, and opportunities for professional development. Fayol and Terry's theory once again serves as the foundation, where managerial functions are not only administrative but also involve the development of human resource quality. McGonagle et al. (2019) and Tamsah et al. (2023) support that strong management commitment will motivate health workers to continue improving their abilities. Team orientation also contributes to improving doctors' competence. Effective collaboration within the team allows for information exchange, case discussions, and collective learning.

Robbins & Judge (2017) and Mathis & Jackson (2007) emphasize that team orientation promotes the formation of harmonious and efficient work behaviors, which ultimately have a positive impact on individual competency development within the team. Weaver et al. (2019) and Bragadottir et al. (2023) demonstrate that strong teamwork strengthens the professional skills and competencies of healthcare workers. Another interesting finding is the mediating role of competence in the relationship between management commitment and RME compliance. Statistical testing results indicate that competence acts as a significant mediator, meaning that management commitment does not only have a direct impact on compliance but also indirectly through enhancing doctors' competence. This suggests that hospitals are not sufficient by merely enforcing rules or providing instructions but must also strengthen doctors' professional capacity so they have the awareness and ability to perform procedures accurately. Detering et al. (2020) and Hanganu & Ioan (2022) show that doctors' competence can be an important bridge between managerial policies and compliance with service standards. Similarly, competence also mediates the relationship between team orientation and doctors' compliance.

Collaboration within teams not only improves compliance directly but also contributes to competency improvement, which ultimately drives compliance in RME completion. Detering et al. (2020) and Laarman et al. (2020) emphasize that competency is a crucial element that bridges the influence of team orientation on compliance behavior. When teams work in a supportive environment, doctors feel more confident and better able to document patient information completely and accurately. Overall, this study shows that a holistic approach is essential in improving RME completion compliance by doctors. Management commitment, team orientation, and competence are not independent factors but rather support each other. The combination of these three factors creates a conducive work environment, promotes professional development, and ensures that doctors have the motivation, skills, and support needed to perform their administrative responsibilities optimally. Hermina Depok Hospital can use these findings as a basis for developing quality improvement strategies, particularly in ensuring the completeness and accuracy of electronic medical records, which are a critical foundation for medical decision-making and overall healthcare service evaluation.

CONCLUSION

The conclusion of this study shows that management commitment, team orientation, and competence simultaneously influence physician compliance in filling electronic medical

records in the inpatient installation of Hermina Hospital, Depok. Management commitment and team orientation have a significant direct influence on increasing physician competence, which in turn has a direct impact on compliance in filling out medical records. Physician competence acts as a mediator that influences the relationship between management commitment and compliance, as well as between team orientation and compliance. All the variables tested, physician competence made the largest contribution to this compliance, showing a stronger direct influence than other variables. Therefore, increasing physician competence is a key factor in ensuring compliance in filling electronic medical records, although management support and team orientation remain important.

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