

# The Influence of the Role and Function of Patient Service Managers and Nurse Perceptions on the Implementation of Interprofessional Collaboration Healthcare Professionals in Dr. Iskak Tulungagung Hospital

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## ABSTRACT

Communication and collaboration that did not go well amounted to 66% with the most frequent cause being sentinel incident. Implementation of patient service management in dr. Iskak has been carried out since 2015. The purpose of this study is to analyze the influence of the role and function of the Patient Service Manager and the perception of nurses on the implementation of inter-professional collaboration at Dr. Iskak Tulungagung Hospital. The analytical research uses *a cross-sectional approach*. The research sample were 120 nurses used *simple random sampling*. The research was carried out on July 1-31, 2024. The data analysis the Spearman *Rho statistic* with *a value of Sig. (2-tailed)* on the role factor of the patient service manager, namely  $p\text{-value} = 0.000 < 0.05$ , so  $H_0$  was rejected which means that the role factor of the patient service manager affects the implementation of inter-professional collaboration in Dr. Iskak Tulungagung Hospital.

**Keywords:** collaboration, interpersonal, nurse, patient service manager (PSM), perception

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## BACKGROUND

Patient-focused health services are one of the main goals of health services in hospitals that require a good collaborative relationship. One of the factors that can support the implementation of good inter-professional *collaboration* is good teamwork between managers and nurses as implementers (Jardien-Baboo, Rooyen Ricks & Jordan, 2016). The success of the implementation of inter-professional *collaboration* (IPC) will affect the level of patient safety (Indah, Retno, 2019). A nursing manager functions not only as an administrator of human resources and facilities but also as a clinical leader who is responsible for creating a work environment that supports collaboration, effective communication, and safe, patient-centered nursing practice. According to Chen et al. (2021), good leadership and management significantly influence nurses' motivation, performance, and retention in hospitals. Managers who perform their managerial functions effectively covering planning, organizing, directing, and controlling are able to build a nursing team that is solid, productive, and adaptable to the dynamics of healthcare services. Furthermore, effective managerial support has been proven to increase job satisfaction, reduce work stress, and lower nurse turnover rates (Lee & Kim, 2022).

Nurses' perceptions of the manager's role and functions are also key factors that determine the success of service management. Nurses who have positive perceptions of leadership and managerial support tend to demonstrate better performance, greater adherence to patient safety procedures, and higher organizational loyalty (Nursalam et al., 2020). Conversely, when managers are perceived as unresponsive, uncommunicative, or unsupportive of staff career development, it can lower morale, increase interpersonal conflict, and negatively affect the quality of nursing care. Patient safety issues have received attention around the world for a long time, where there is an increase in deaths every year (Craig et al., 2020). Based on data from WHO, 70-80% of errors in health services are caused by poor communication and understanding within the team (World Health Organization, 2017). The increase in the death rate is even more worrying where there are around 250,000 to 40,000 deaths and more than 1 million injuries in the United States (Institute of Medicine, 2019). The mortality rate and patient safety are due to medical errors accounting for 48% of all patient deaths in the United States (Anderson, 2017). Communication and collaboration that do not go well at 66% with the most frequent cause being sentinel incident (Burgener, 2017).

The study was conducted at dr. H. Moch Hospital. Ansari Saleh Banjarmasin also found that the case manager function instruments are not standard, namely there is no documentation according to the national standard for hospital accreditation (SNARS) (Rahman, 2018 in Auladi, Salas, et al. 2019). Research conducted at Persahabatan Hospital obtained screening results carried out by Patient Service Managers that were not optimal due to reporting constraints, so they could not identify patient needs based on screening results (Chandra, Novieastari, & Purwaningsih, 2019). Implementation of patient service management at dr. Iskak has been carried out since 2015, but at that time it did not meet the rules of patient service managers. Currently, the Patient Service Manager (PSM) is also the head of the room (Aini, Zuhrotul, et al, 2021). Based on the initial study conducted by the researcher in the implementation of collaboration between the Patient Service Manager and nurses, there are several obstacles, including the order from the Patient Service Manager that is not carried out by the nurse and the inconsistency between the order and the implementation in the field.

Interprofessional collaboration is a collaboration between health professions with different educational backgrounds into a team to collaborate to improve the quality of effective health services and the importance of interprofession, collaboration has a positive impact on patient safety, among others, it can reduce the number of complications and infections, length of hospital stay, increase the safety of high-risk drugs, mortality rates, and increase patient and health team satisfaction (WHO, 2017). A Patient Service Manager in carrying out his duties



performs his roles and functions. The role of the Patient Service Manager is to identify four main areas, namely responsibilities with assigned tasks, roles and authorities, skills and support, and building relationships with stakeholders and including with patients (Ross et al, 2011).

Interprofessional attitudes are an important part of creating an interprofessional identity and fostering mutual respect, mutual trust between professions is the basis for the emergence of effective *interprofessional collaboration* (The Canadian Interprofessional Health Collaborative, 2011). The impact of the lack of interprofessional attitude in collaborating affects teamwork between professions in providing services, causing patient dissatisfaction with services, work dissatisfaction between professions and patient safety.

Based on this description, the researcher is interested in conducting further research to find out how "the influence of the role and function of the Patient Service Manager (PSM) and the perception of nurses on the implementation of interprofessional collaboration in RSUD dr Iskak Tulungagung Hospital.

## METHODS

The design of observational analytical research uses *a cross-sectional approach*. The population in this study is all nurses in the Graha Mandiri Room of Dr. Iskak Tulungagung Hospital. Independent variables of the role and function of patient service managers and nurse perceptions.

The dependent variable used is the implementation of collaboration with nurses in providing services to patients. The research sample was 120 nurses using *random sampling*. The research was carried out on July 1-31, 2024. The data analysis in this study is the Spearman Rho *statistical test*. This study used a questionnaire to assess nurses' perceptions of the implementation of collaboration by employing The Jefferson Scale of Attitudes Toward Physician Nurse Collaboration (JSAPNC). This study has obtained ethical clearance from Dr. Iskak General Hospital Tulungagung with approval number 070/762/24.09/2024.

## RESULTS

**Table 1.** Characteristics of Responden

No	Variable	Frequency (n)	Percentage (%)
1	Age		
	<20 years	0	0,0
	20-30 years old	49	40,8
	30-55 years old	60	50,0
	>55 years	11	9,2
	Total	120	100
2	Gender		
	Man	49	40,8
	Woman	71	59,2
	Man	49	40,8
3	Education		
	DIII	60	50,0
	S1	55	45,8
	S2	5	4,2
	DIII	60	50,0
4	Length of Service		
	1-5 years	52	43,3
	6-10 years	57	47,5



>10 years	11	9,2
Total	120	100,0

Based on table 1 of 120 respondents, half of the respondents aged 30-55 years old, amounting to 60 respondents (50.0%) and most of them were female, amounting to 71 respondents (59.2%). Based on the last education of 120 respondents, half of the respondents were DIII educated, namely 60 respondents (50.0%) and almost half of the respondents had a working period of 6-10 years, namely 57 respondents (47.5%).

**Table 2.** Independent Variables

No	Variable	Frequency (n)	Percentage (%)
1	Role of Patient Service Manager		
	Less	21	17,5
	Enough	61	50,8
	Good	38	31,7
	Total	120	100,0
2	Functions of Patient Service Manager		
	Less	19	15,8
	Enough	87	55,8
	Good	34	28,3
	Total	120	100,0
3	Nurse Perception		
	Negative	41	34,2
	Positive	79	65,8
	Total	120	100,0

Based on table 2 above, it is known that out of 120 respondents, most of the respondents stated that the role of the patient service manager was sufficient, namely 61 respondents (50.8%) and most of the respondents stated that the function of the patient service manager was sufficient, namely 87 respondents (55.8%). Most of the respondents had a positive perception, namely 79 respondents (65.8%).

**Table 3.** Dependent Variables

No	Variable	Frequency (n)	Percentage (%)
1	IPC Implementation		
	Less	15	12.5
	Enough	68	56.7
	Good	37	30.8
	Total	120	100,0

Based on table 3 above, it is known that out of 120 respondents, most of the respondents stated that the implementation of the IPCC was sufficient, namely 68 respondents (56.7%).

**Table 4.** Cross-tabulation of PSM roles with IPCC implementation

Table 4: Cross-tabulation of PSM roles with IPCC Implementation						
Variable	Category		IPCC Implementation			Total
			Less	Enough	Good	
Role of PSM	Less	N	9	12	0	21
		%	7.5%	10.0%	.0%	17.5%
	Enough	N	6	52	3	61
		%	5.0%	43.3%	2.5%	50.8%
	good	N	0	4	34	38
		%	0.0%	3.3%	28.3%	31.7%



	%	.0%	3.3%	28.3%	31.7%
<b>Total</b>	<b>N</b>	15	68	37	120
	%	12.5%	56.7%	30.8%	100.0%

Based on table 4 above, there are 52 respondents (43.3%) who have sufficient service manager roles and also sufficient IPCC implementation.

**Table 5.** Cross-Tabulation of PSM Functions with IPCC Implementation

Variable	Category	IPCC Implementation			Total	
		Less	Enough	Good		
PSM Function	Less	N	2	17	0	19
		%	1.7%	14.2%	.0%	15.8%
	Enough	N	11	43	13	67
		%	9.2%	35.8%	10.8%	55.8%
	Good	N	2	8	24	34
		%	1.7%	6.7%	20.0%	28.3%
Total		N	15	68	37	120
		%	12.5%	56.7%	30.8%	100.0%

Based on table 5, there are 43 respondents (35.8%) who have sufficient service manager functions and also sufficient IPCC implementation.

**Table 6.** Cross-tabulation of Nurses' Perceptions with IPCC Implementation

Variable	Category	IPCC Implementation			Total	
		Less	Enough	Good		
Perception nurse	Perception negative	N	11	30	0	41
		%	9.2%	25.0%	.0%	34.2%
	Perception positive	N	4	38	37	79
		%	3.3%	31.7%	30.8%	65.8%
Total		N	15	68	37	120
		%	12.5%	56.7%	30.8%	100.0%

Based on table 6 above, there are 38 respondents (31.7%) who have a positive perception and also sufficient IPCC implementation.

**Table 7.** The Influence of Roles and Functions and Perceptions of Nurses on the Implementation of Interprofessional Collaboration

Parameter Estimates							95% Confidence Interval	
		Estimate	Std. Error	Forest	df	Mr.	Lower Bound	Upper Bound
<b>Threshold</b>	[IPCC implementation = 1]	-8.898	2.252	15.609	1	.000	-	-4.484
	[IPCC implementation = 2]	-2.981	2.110	1.997	1	.158	-7.117	1.154
<b>Location</b>	PSM Function	-1.349	.553	5.961	1	.015	-2.433	-.266



Nurse	1.566	.741	4.464	1	.035	.113	3.020
perception							
[PeranPSM=1]	-8.042	1.414	32.370	1	.000	-	-5.272
						10.813	
[PeranPSM=2]	-6.386	1.056	36.575	1	.000	-8.456	-4.316
[PeranPSM=3]	0a	.	.	0	.	.	.

**Link function: Logit.**

**a. This parameter is set to zero because it is redundant.**

Based on table 7, it is known that the results of the analysis with the logistic regression test obtained a value of Sig.(2-tailed) on the role factor of the patient service manager, namely  $p\text{-value} = 0.000 < 0.05$ , on the function factor of the patient service manager, namely  $p\text{-value} = 0.015 < 0.05$ , on the nurse perception factor, namely  $p\text{-value} = 0.035 < 0.05$ , so that  $H_0$  was rejected which means that the role and function factors of the patient service manager and the perception of nurses affect the implementation of interprofessional collaboration at dr Iskak Hospital Tulungagung.

## DISCUSSION

### The influence of the role of the Patient Service Manager on the implementation of interprofessional collaboration at dr Iskak Tulungagung Hospital

Based on the results of analysis with tests *Spearman Rho* Obtained a score *Sig.(2-tailed)* on the role of the patient service manager, namely  $p\text{-value} = 0.000 < 0.05$ , then  $H_0$  is rejected which means that the role factor of the patient service manager influencing the implementation of interprofessional collaboration at dr Iskak Tulungagung Hospital. The role of the Patient Service Manager (PSM) is to identify four main areas, namely responsibilities with assigned tasks, roles and authorities, skills and support, and building relationships with stakeholders and including with patients (Ross et al, 2011). In accordance with its duties in carrying out patient service management, KARS (2016) stated that case managers have three main roles including facilitating the fulfillment of patient care needs, including their families and caregivers, both acute, in the rehabilitation process in hospitals and post-treatment, encouraging patient involvement and empowerment, optimizing the implementation of patient-focused services (*patient centered care*) and integrated patient care, and help improve interprofessional collaboration and optimize the reimbursement process.

This is an intervention strategy used to provide sustainable services, coordinate health services, and coordinate with other professions for the sustainability of patient services. The achievement of the role of a manager in the hospital is still sufficient and does not achieve good results, which can be caused by several things, including the existence of a patient service manager who also serves as the head of the room. In addition, it is also necessary to improve human resources by increasing the knowledge of patient service managers by participating in leadership training, continuing education to a higher level and so on.

### The Influence of the Patient Service Manager (PSM) Function on the Implementation of Interprofessional Collaboration in Dr. Iskak Tulungagung Hospital

Based on the results of analysis with tests *Spearman Rho* Obtained a score *Sig.(2-tailed)* on the function factors of the patient service manager, namely  $p\text{-value} = 0.000 < 0.05$ , then  $H_0$  is rejected which means that the functional factor of the patient service manager influencing the implementation of interprofessional collaboration at dr Iskak Tulungagung Hospital. The description of the functions of PSM based on KARS (2015) is utility assessment, planning, facilitation and advocacy, service coordination, evaluation and follow-up *pasca discharge*. A Patient Service Manager (PSM) who acts as a patient advocate to get quality and efficient services can provide directions to take action in accordance with administrative and



clinical standards in accordance with clinical pathways. A Patient Service Manager collects data related to patients, traces the needs and potentials of patients so that the goals of care are achieved through communication, coordination, integration, advocacy, negotiation and *empowerment* (Aeni, 2014).

The results of this study prove that a patient service manager has been able to carry out his function even though it is at a sufficient level. The patient service manager has been able to work closely with the patient so that the nurse's maintenance time for the patient lasts a long time from the time the patient comes to the patient until the patient goes home. Patient care managers successfully provide support to patients and spend time with patients to explore their hopes and potentials that can support the treatment and healing process. The patient service manager through its function in collecting and organizing various data related to the patient and the treatment process becomes a reminder for the medical team that handles the patient. The reminder intended here is a series of processes that trace the path of the disease, needs, and potential that exist in the patient so that it makes consideration of the action to be given. The patient service manager follows up with the patient more intensively so that there is compliance from the patient with the previously agreed treatment and treatment provisions. The interaction that takes place between the patient service manager and the patient succeeds in bringing together the needs/expectations and fulfillment of the patient.

### **The Effect of Nurses' Perception on the Implementation of Interprofessional Collaboration at Dr. Iskak Tulungagung Hospital**

Based on the results of analysis with tests *Spearman Rho* Obtained a score *Sig.(2-tailed)* on the nurse's perception factors, namely  $p\text{-value} = 0.000 < 0.05$ , then  $H_0$  is rejected which means that the nurse's perception factor influencing the implementation of interprofessional collaboration at dr Iskak Tulungagung Hospital.

Perception is the experience of objects, events, or relationships obtained by inferring information and interpreting messages. Perception is giving meaning to sensory stimuli (*stimulus sensors*). The relationship between sensation and perception is clear. Sensation is part of perception. Even so, interpreting the meaning of sensory information does not only involve sensations, but also attention, expectations, motivation, and memory (Jalaludin, 2017). According to Widayatun (2019), a person's perception does not arise out of thin air.

There are several factors that may cause why two people who see something may give different interpretations of what they see. Perception is generally influenced by three factors, namely from the person concerned, the object of the perception and the situational factor. This positive perception is the basis for the creation of an interprofessional attitude is an important part of creating an interprofessional professional identity and fostering mutual respect and mutual trust between professions is the basis for its emergence *interprofessional collaboration* effective.

### **The Influence of the Role and Function of the Patient Service Manager (PSM) and the Perception of Nurses on the Implementation of Interprofessional Collaboration at Dr. Iskak Tulungagung Hospital**

Based on the results of the analysis with the logistic regression test, the value of *Sig. (2-tailed)* was obtained on the role factor of the patient service manager, namely  $p\text{-value} = 0.000 < 0.05$ , on the function factor of the patient service manager, namely  $p\text{-value} = 0.015 < 0.05$ , on the nurse perception factor, namely  $p\text{-value} = 0.035 < 0.05$ , so that  $H_0$  was rejected which means that the role and function factors of the patient service manager and the perception of nurses affect the implementation of interprofessional collaboration at Dr. Iskak Tulungagung Hospital. Nursing practice standards are important for the nursing profession, as they reflect the quality of nursing services. Nursing practice standards are descriptive statements of the desired quality, to the evaluation of nursing services provided to patients/clients can be carried out (Swansbrug, 2016). The functions of health workers are determined according to their



respective professions. In providing health services to clients, each profession must be in accordance with the scope of its scientific practice, and each profession reviews appropriately according to the needs of the patients served using their respective knowledge. Collaboration practices will reduce tension, conflict of roles, functions and duties. The role and function of the appropriate function affect teamwork in carrying out collaboration practices. Understanding or perceiving the role of each profession appropriately and correctly will affect attitudes towards interprofessional collaboration to be more positive.

### **The most dominant factor that affects the implementation of interprofessional collaboration at Dr. Iskak Tulungagung Hospital**

Based on the table of analysis results with the logistic regression test, the value of Sig.(2-tailed) was obtained on the role factor of the patient service manager, namely  $p\text{-value} = 0.000 < 0.05$ , so it can be concluded that the role factor of the patient service manager is the dominant factor that affects the implementation of interprofessional collaboration at Dr. Iskak Tulungagung Hospital.

The results of this study show that the role factor of patient service managers is the most dominant factor that affects the implementation of collaboration. This is in accordance with the theory that a Patient Service Manager (PSM) in carrying out his duties performs an obligatory role to identify four main areas, namely responsibilities with assigned tasks, roles and authorities, skills and support, and building relationships with stakeholders and including patients. If this role runs well, good cooperation between professions/teams will be created. Teamwork greatly affects the performance of health services in hospitals and is influenced by leadership in the team, which in this case is carried out by a patient service manager.

### **CONCLUSION**

Based on the results of the study, it was concluded that there was an influence on the role and function of patient service managers and nurses' perceptions on the implementation of interprofessional collaboration among nurses. I hoped that RSUD dr. Iskak Tulungagung Hospital will carry out activities that can improve the role and function as well as the perception of nurses regarding the implementation of interprofessional collaboration, for example by carrying out leadership training activities, providing rewards and the results of this study can clarify the researcher's understanding of the influence of the role and function of case managers and nurses' perceptions of the implementation of interprofessional collaboration so that they are able to provide services to patients and their application in the field.

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