



Implementation of Work Culture in Improving Human Resource Performance and Service Quality

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ABSTRACT

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This study aims to explore the impact of Human Resources (HR) play a crucial role in the success of any organization, including hospitals. A strong work culture, encompassing the values of professionalism, cooperation, excellent service, innovation, and exemplary behavior, can improve the quality of hospital services. However, the implementation of work culture at Regional General Hospital still faces technical and facility constraints that hinder its effectiveness. This study aims to evaluate the impact of work culture implementation on HR performance and service quality. The method used was a qualitative case study with an explanatory approach, using purposive sampling to select eight informants consisting of five nurses and three patients. Data were analyzed using the Nvivo 12 Plus application for Windows. The results showed that although work culture values had been implemented, obstacles such as information system disruptions, changes in BPJS policies, and limited facilities still hampered optimal implementation. This study suggests the need for infrastructure improvements and managerial support to enhance the implementation of work culture and service quality. In conclusion, the synergy between a strong work culture and adequate system support will improve service quality in hospitals.

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INTRODUCTION

Human Resources (HR) plays a crucial role in the development and achievement of an organization's goals. Individually and collectively, HR contributes significantly to organizational performance and effectiveness (Klindžić, 2020; Hafiduddin, 2024). In an increasingly complex workplace, the quality and quantity of HR are crucial factors in achieving success (Sinambela et al., 2022; Najiburrahman et al., 2025). Without adequate HR both in terms of quantity and skills achieving organizational goals will be difficult (Bilan et al.,

2020; Aini et al., 2024; Baharun, 2024). Therefore, it is crucial for every organization, especially hospitals, to have well trained HR and a work culture aligned with the organization's vision and mission. This research is significant because it identifies how effective HR management can improve the quality of healthcare services, thereby impacting community wellbeing. One of the main problems many hospitals face is the suboptimal implementation of a work culture aligned with organizational needs (Chmielewska et al., 2020). Even though hospitals have trained human resources, challenges arise when the established work culture values are not fully understood or implemented in daily practice (Mutonyi et al., 2022; Mengstie et al., 2023). This problem often occurs in dynamic and stressful environments, such as hospitals, where workloads are high and service demands are enormous. Therefore, research is needed to evaluate the influence of hospital work culture on human resource performance and service quality.

In practice, despite the implementation of a work culture movement known as the 3T movement (Orderly Service, Orderly Administration, and Orderly Finance), its implementation remains suboptimal. Some nurses claim to understand the values of the work culture, such as professionalism, cooperation, and excellent service. However, in practice, technical and facility-related obstacles hinder the effective implementation of this work culture (Kulkov et al., 2023). This phenomenon creates a mismatch between managerial expectations and the reality on the ground, potentially reducing the quality of service and human resource performance in hospitals.

Previous research on human resource management in the healthcare sector has shown that a positive work culture plays a crucial role in improving employee performance and service quality. (Khotimah, 2021) suggests that a service-oriented work culture is crucial in a hospital environment, which requires cultural adjustments to patient needs and characteristics. However, previous research has focused more on the implementation of policies or procedures without considering the technical and facility factors that directly influence work culture (Chege et al., 2020). This study will broaden our understanding by analyzing the relationship between work culture, human resources, and service quality in hospitals, while also identifying challenges in the field.

This research offers novelty by integrating aspects of work culture and human resource management within the hospital context. Furthermore, it will examine the influence of technical and facility factors, which have been underexplored in the existing literature. Addressing these issues is crucial to improving the quality of hospital healthcare services and ensuring the

achievement of the organization's vision and mission. Thus, the results of this study are expected to provide practical solutions for human resource management and the implementation of a more effective work culture in hospitals.

This study aims to examine how implementing a work culture in a regional general hospital (RSUD) affects human resource performance and service quality. Tentative evidence suggests that implementing a strong work culture aligned with organizational values can increase employee motivation, job satisfaction, and commitment. This study provides empirically based recommendations for improving the implementation of work culture in hospitals, thereby enhancing the quality of patient care.

In an educational context, this study also contributes to the development of HR management curricula in the healthcare sector. This research is expected to serve as a reference for academics and practitioners in understanding the importance of a positive work culture in improving service quality. Several references used include (Chege et al., 2020), (Khotimah, 2021), and (Hazni, 2024), which provide a strong theoretical foundation for this research. The results of this study can be used as teaching materials for students and practitioners involved in hospital management.

RESEARCH METHOD

This research was conducted in the Inpatient Ward of Ampana Regional General Hospital used a qualitative case study design with an explanatory approach to explore the impact of work culture implementation on Human Resources (HR) performance and service quality in a Regional General Hospital. The case study approach was selected to provide an in-depth understanding of the subject matter in a real-world hospital setting. By focusing on a specific hospital, the study aimed to generate insights that could be applicable to similar healthcare institutions facing similar challenges in work culture implementation.

Purposive sampling was employed to select eight informants who were considered to have relevant knowledge and experience regarding the research topic. The informants consisted of five nurses and three patients, chosen based on their roles and direct involvement with hospital services. The nurses were selected due to their direct interaction with the hospital's operational work culture, while the patients were included to provide an external perspective on service quality and how work culture influences their experience.

Data were collected through semi-structured interviews, allowing for flexibility in exploring the perceptions and experiences of the informants. The collected data were then analyzed using the Nvivo 12 Plus software, which helped in organizing and coding the qualitative data for thematic analysis. This approach enabled the identification of key themes related to the implementation of work culture, its impact on HR performance, and the factors that affect service quality in the hospital.

RESULT AND DISCUSSION

Result

The results of this study focus on the implementation of nurses' work culture, which includes the values of professionalism, cooperation, excellent service, innovation, and exemplary behavior. The research data were obtained through in-depth interviews with eight informants: five nurses who provided nursing services and three patients who received services in the inpatient ward. Informants were selected using a purposive sampling technique, namely, those considered to have the most understanding and experience in implementing the hospital's work culture. The classification of the number of informants is shown in the following Table:

Table 1. Classification of informants

Informant Code	Age	Role	Types of Services
1	29 years	Nurse	Providing direct nursing care to patients in inpatient wards.
2	28 years	Nurse	Providing direct nursing care to patients in inpatient wards.
3	36 years	Nurse	Providing direct nursing care to patients in inpatient wards.
4	41 years	Nurse	Providing direct nursing care to patients in inpatient wards.
5	36 years	Nurse	Providing direct nursing care to patients in inpatient wards.
6	34 years	Patient	Receiving inpatient care
7	56 years	Patient	Receiving inpatient care
8	44 years	Patient	Types of Services

To identify the primary focus of the research data, the researchers used Word Frequency Query analysis. This feature analyzes text and calculates how frequently certain words appear in the interview transcript dataset. This feature uses a Word Cloud, a visualization of the most frequently occurring words within a topic.

The data collected were analyzed by identifying relevant themes and subthemes using NVivo 12 Plus for Windows. Nvivo 12 Plus enables qualitative data grouping, text coding, and thematic analysis to identify patterns and relationships between themes, providing a deeper understanding and contributing to research theory or findings. This process facilitates the organization of complex data and helps uncover more profound insights into the topic being studied.

Work Culture

Work culture is a collection of values, beliefs, and habits held by individuals in an organization that serves as a foundation for thinking, behaving, and acting when carrying out tasks to achieve shared goals effectively and efficiently. Work culture describes how an individual understands their responsibilities, relates to coworkers, and contributes to the organization's success. The implementation of work culture in an organization is realized through five main dimensions: professionalism, cooperation, excellent service, innovation, and role modelling, which form the basis for shared behavior and values in the workplace.

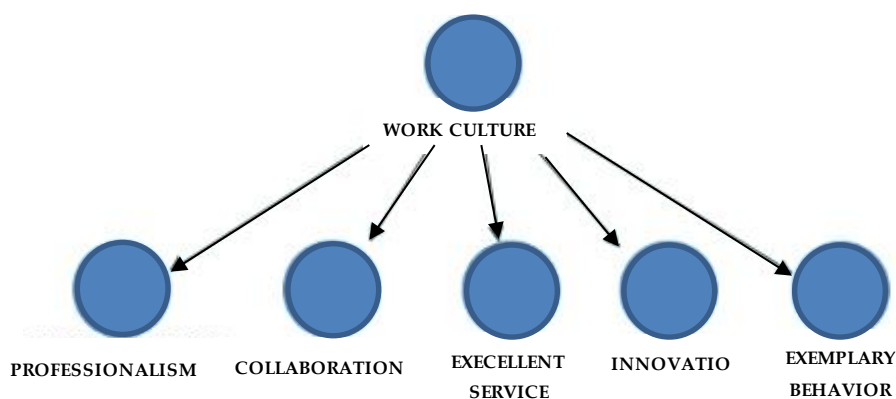


Figure 1. Dimensions of Work Culture

Professionalism

Professionalism is a fundamental value in work culture, encompassing competence, responsibility, and professional ethics. Professionalism involves mastery of expertise, moral responsibility, and a commitment to quality work. In hospitals, professionalism is crucial for determining service quality and public trust.

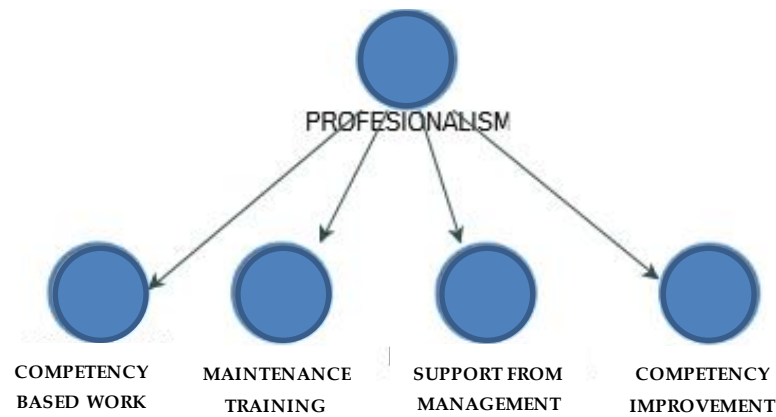


Figure 2. Professionalism

Based on interviews with nurses in the inpatient ward, all nurses performed their work in accordance with their respective competencies, both those with Diploma 3 and Professional Nursing degrees. They also participated in nursing training, including BTCLS, basic EKG, wound care, psychiatric nursing, and management, to improve their patient care skills. Hospital leadership supported this training to improve nurse performance.

Data analysis showed that nurse professionalism is realized through appropriate competencies, ongoing training, and leadership support. Ongoing training positively impacts professionalism, increasing nurses' responsibility, commitment, and competence, and supporting their career development. Thus, professionalism is reflected in nurses' discipline, responsibility, and commitment to their duties and professional ethics, which are strengthened through training to maintain service quality.

Cooperation

Teamwork is an essential part of work culture, reflecting an individual's ability to interact, communicate, and collaborate with others to achieve common goals. Teamwork is the process of building open, honest, and respectful relationships among members of an organization to achieve work effectiveness. The value of teamwork focuses not only on task division but also on mutual assistance, solidarity, and a sense of ownership of group responsibilities. In the hospital context, teamwork is key to providing integrated services, as successful patient care relies heavily on good coordination among staff, especially nurses.

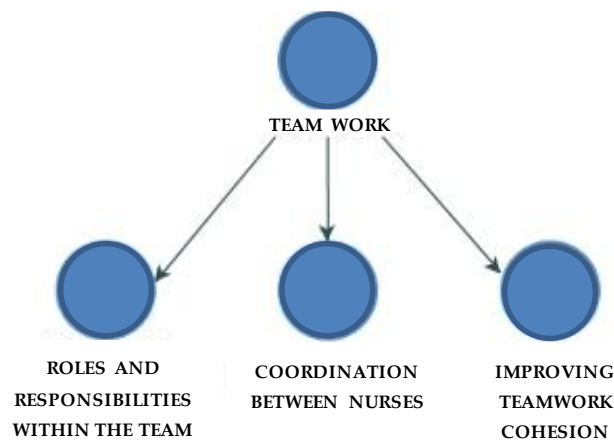


Figure 3. Cooperation

Based on interviews with nurses in the inpatient ward, collaboration among nurses is well-established. They support each other, understand their respective roles, and maintain effective communication, especially during shift transfers. Good coordination in patient transfers, task allocation, and patient care demonstrates solid collaboration. Strong collaboration has become a key driver of compelling, harmonious services. However, management support is needed to establish a more structured cross unit coordination system to sustain a collaborative culture and operate optimally.

Excellent service

Excellent service is an organization's effort to provide services that exceed patient expectations, both internally and externally. Excellent service encompasses the ability to provide prompt, accurate, friendly, and empathetic support to service users' needs. In the context of hospital healthcare, excellent service reflects medical personnel's commitment to providing care that is not only professional but also humane. A hospital's success is measured not only by the technical skills of its staff, but also by how they build emotional connections and communicate effectively with patients.

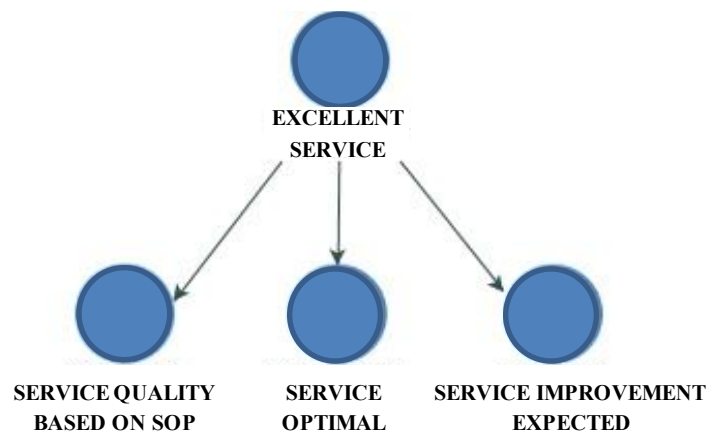


Figure 4. Excellent Service

Based on interviews with nurses in the inpatient ward, they have strived to provide services in accordance with SOPs, although some patients or families have been less cooperative. Patients generally responded positively to the service, appreciating the nurses' friendly, responsive, and attentive approach during treatment. Some patients suggested increasing the number of night-shift nurses and improving facilities, such as the room temperature, which sometimes felt too hot.

The implementation of excellent service in the hospital environment reflects a strong work culture, with nurses demonstrating responsibility, empathy, and discipline. Although service is already good, improvements to the physical facilities, such as air conditioning and comfortable treatment rooms, are needed to ensure that patients and their families fully experience excellent service.

Innovation

Innovation is the ability of individuals or organizations to generate new ideas and make continuous improvements to enhance the value of their services. Organizations adapt to environmental changes by developing new methods, ideas, or technologies that add value. In healthcare, innovation is essential for hospitals to deliver fast, efficient, and responsive patient care.

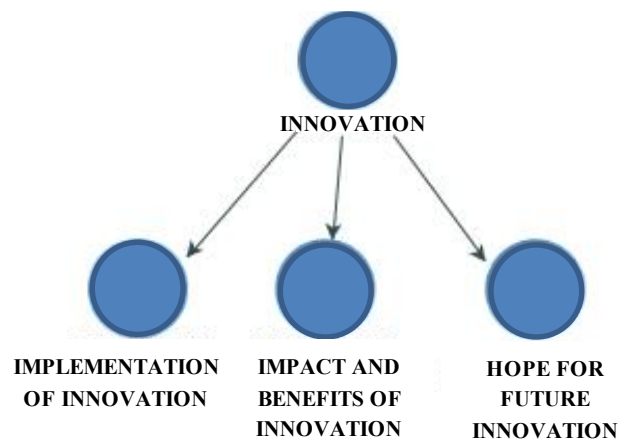


Figure 5. Innovation

Based on interviews with nurses in the inpatient ward, the innovations implemented primarily involved education and effective communication with patients and their families. Nurses took a personal approach, provided light-hearted counseling, and used accessible language. The goal was to help patients feel more at ease, understand treatment procedures, and actively participate in the healing process, while reducing resistance to medical treatment.

These educational and communication innovations reflect the implementation of an adaptive and humanistic work culture in the hospital environment. The primary focus was on improving the quality of the nurse-patient relationship, where effective communication plays a crucial role in reducing misunderstandings, increasing trust, and building patient satisfaction with hospital services. Although the innovations implemented were simple, they had a significant impact on creating high-quality, patient-centered care. Overall, these educational and communication innovations strengthened patients' trust in hospital services and increased their satisfaction and participation in the healing process. Although simple, these innovations had a significant impact on creating quality care that focuses on patient needs.

Role Model

Leading Model is a fundamental value in the work culture that reflects employees' positive behavior in carrying out their duties responsibly. Exemplary behavior is a person's ability to serve as a role model for others through attitudes and actions that align with organizational values. In the hospital context, exemplary behavior means healthcare workers not only understand work standards and service procedures, but also behave professionally and responsibly, setting an example for colleagues and patients. Exemplary behavior reflects an individual's morals and serves as the foundation for a strong, character-based work culture.

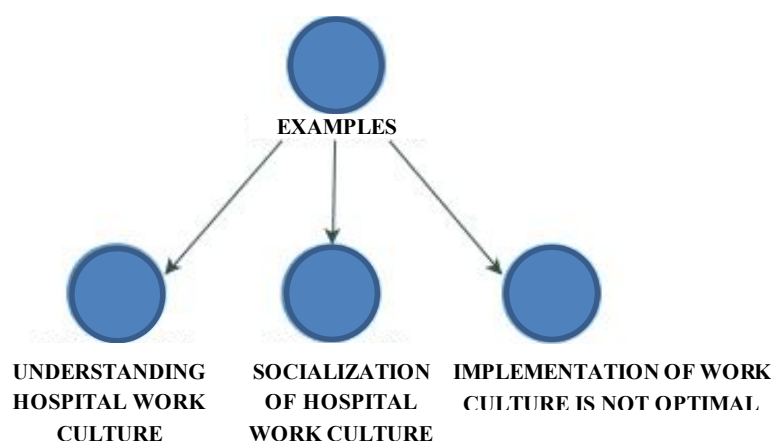


Figure 6. Exemplary behavior

Based on interviews with all nurses in the inpatient ward, they are aware of the hospital's work culture, vision, and mission, and have received information on its values. However, its implementation has not been optimal, due to technical obstacles such as network disruptions in the hospital management information system (SIMRS), changes in BPJS regulations that have confused patients, and inadequate ward facilities. Although nurses have demonstrated exemplary discipline and service, external factors such as systems, policies, and infrastructure continue to hinder the comprehensive implementation of the work culture.

The analysis shows that although the values of the work culture have been embedded in nurses' attitudes and awareness, their implementation is hampered by system and facility issues. To improve the implementation of the work culture, synergy between employee behavior and organizational system improvements is needed, so that the values of the work culture can be more optimally and sustainably implemented across every aspect of hospital services.

DISCUSSION

The results of this study indicate that implementing a work culture embodying professionalism, cooperation, excellent service, innovation, and exemplary behavior has been successful despite several obstacles. This finding is consistent with existing literature, which emphasizes that a strong work culture is crucial for improving the quality of hospital services (Kim, 2022; Paredes et al., 2024; Siregar, 2024). An effective work culture involves competence, responsibility, collaboration, and exemplary behavior from all members of the organization, demonstrating awareness and adherence to standard operating procedures (SOPs) and a commitment to providing professional services (Ardiana et al., 2020; Yazdi, 2025). However, technical obstacles, such as

information system disruptions and changes in BPJS policies, have hindered the smooth implementation of this work culture in the field, contrary to what is expected in ideal theory, which holds that supporting system factors and infrastructure must be considered for optimal work culture implementation. Compared with previous research, these findings are similar to those of Dewi et al. (2024), which showed that continuous training and competency development positively impact the professionalism of healthcare workers. The training nurses receive, including BTCLS and other courses, reflects ongoing efforts to improve service quality and professionalism (Prakoeswa et al., 2022; Anwar, 2024). However, while these findings support the view that continuous training can improve performance, they also highlight practical challenges, such as technical and facility issues, that still hinder the implementation of work culture values. This indicates a gap between theory and the reality of implementation on the ground, reflecting the importance of management support in addressing existing system and facility issues.

The theoretical implications of these findings suggest that, in the context of hospital services, a strong work culture must be supported by adequate structures and policies. A work culture encompassing professionalism, collaboration, excellent service, innovation, and role modelling has proven relevant, but implementing it requires more than simply having employees understand these values (Ababneh, 2021; Karida, 2024). Optimal support systems, such as adequate technological infrastructure and facilities, are key to ensuring that this work culture is effectively implemented in the field (Paul et al., 2024). Therefore, this study enhances understanding of the relationship between work culture and service quality in hospitals, emphasizing the importance of synergy between individual behavior and strong system support.

The practical implications of this study include the need to improve hospital administration systems, particularly by enhancing the Hospital Management Information System (SIMRS) network and simplifying procedures involving the BPJS (Social Security Agency). Technical challenges faced by nurses, such as delays in patient registration due to network issues, underscore the need for more efficient information technology management and better training in handling policy changes (Moore et al., 2020; Tamon, 2022; Jamilyati, 2025). Furthermore, improvements to physical facilities, such as adding air conditioning and increasing the number of treatment rooms, are also crucial for supporting patient comfort and improving service quality (Eijkelenboom, 2022; Syah et al., 2022). More structured management support, including cross-unit coordination and adequate facilities, will significantly contribute to the optimal implementation of a work culture.

Overall, this study provides important insights into how implementing a work culture that embodies professionalism, cooperation, excellent service, innovation, and exemplary behavior can improve the quality of hospital services, despite technical challenges and facilities requiring immediate repair. These findings suggest that hospitals should focus more on improving infrastructure, systems, and policies that support the optimal implementation of a work culture. With synergy between system improvements and strengthened individual behaviors, the quality of hospital services will continue to improve, with a focus on patient satisfaction and employee wellbeing.

CONCLUSION

This study highlights the importance of implementing a work culture that incorporates values such as professionalism, cooperation, excellent service, innovation, and role modelling to improve quality. The most important finding of this study is that although this work culture has been well implemented, several technical obstacles, such as disruptions to the hospital management information system (SIMRS), changes in BPJS policies, and limited facilities, hamper its practical implementation in the field. Therefore, the lesson learned is that, even though the values of the work culture are well ingrained, adequate systems and infrastructure support are crucial to ensure the smooth and effective implementation of this work culture.

The main contribution of this study is the integration of the concepts of work culture and Human Resource (HR) management in hospitals. This research provides a deeper understanding of the influence of work culture on HR performance and service quality, with an emphasis on the importance of continuous training and innovation in healthcare. The concept of work culture, which encompasses the five principal dimensions of professionalism, cooperation, excellent service, innovation, and role modelling, has proven relevant and provides an important contribution to developing HR management curricula in the healthcare sector. A limitation of this study lies in its focus solely on Ampana Regional Hospital, so the findings may not be fully generalizable to other hospitals with different contexts. Furthermore, this study used qualitative data from interviews with nurses and patients, which, of course, is subject to subjective bias. Future research is recommended to expand the scope of the study by involving more hospitals and using a wider range of research methods, such as quantitative surveys or direct observation, to provide a more comprehensive picture of the implementation of work culture in hospitals. Future research could also focus on the influence of infrastructure improvements and managerial policies on the implementation of an optimal work culture.

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