

## Transformation of Doctors' Work Culture in Supporting Improvement of Service Quality at RSPAU dr. S. Hardjolukito

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### Abstract

*Human resources play a vital role in determining the existence and sustainability of an institution, including hospitals as complete health care facilities. The existence of doctors as the main asset demands a continuous transformation of work culture to maintain competitive service quality. This study discusses the transformation of doctors' work culture in supporting the improvement of service quality at RSPAU dr. S. Hardjolukito. The method used is descriptive qualitative with secondary data collection techniques, observation, and interviews. The results of the study show that doctors' work culture is influenced by regulations, SOPs, and internal and external factors, with quite good results (score 4). However, there are challenges in the form of information technology disruption, high workload, and competition between health facilities (score 3). Hospital management responded by clarifying procedures and providing appreciation to improve performance, career, and service quality (score 4).*

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## 1. INTRODUCTION

### Background

The development of human resource management (HR) studies and discourses is increasingly rapid. One institution that is highly dependent on the quality of HR is a hospital, especially a military hospital such as RSPAU dr. S. Hardjolukito. The demand for fast, responsive, and competitive services encourages the need for transformation of internal work culture, especially the work culture of doctors.

Along with the development of information technology, changes in consumer attitudes, and competition between health facilities, hospitals must be able to adapt quickly. The work culture of doctors, which includes behavior, norms, attitudes, and values, is a key factor in building a hospital's competitive advantage. Therefore, this study focuses on the analysis of the transformation of the work culture of doctors at RSPAU dr. S. Hardjolukito.

### Problem Formulation

Based on this background, the problem formulation in this study is:

How is the process of transforming the work culture of doctors in an effort to improve the quality of service at RSPAU dr. S. Hardjolukito amidst internal and external challenges?

### Research purposes

The objectives of this study are:

- a. Analyzing the work culture of doctors in services at RSPAU dr. S. Hardjolukito.
- b. Identifying obstacles in building a medical work culture.
- c. Reviewing efforts to build a work culture for doctors to improve the quality of service.

### Uses of Research

This research is expected to provide:

- a. Theoretical Contribution: Adding to academic studies on the transformation of work culture and management of military hospitals.
- b. Practical Contribution: Providing strategic recommendations to hospital management to improve responsiveness and patient care.

## 2. METHOD

This research was conducted at the dr. S. Hardjolukito Central Air Force Hospital (RSPAU), Yogyakarta, from December 2024 to February 2025. This location was chosen because it represents a military health institution that is undergoing a transformation in the work culture of doctors. The approach used is qualitative descriptive with an exploratory-descriptive design, to explore in depth the dynamics of work culture in the context of military medical services.

Data collection was conducted through documentation studies, participant observation, and in-depth interviews. Documentation studies were used to obtain secondary data from SOPs, annual reports, and policy documents. Observations were conducted in various service units to capture doctors' behavior in real practice, while in-depth interviews were used to explore informants' perceptions and values related to work culture. Informants were selected purposively, including specialist doctors, heads of installations, and HR management, with criteria of at least two years of work experience and direct involvement in medical services.

Data were analyzed using the Miles and Huberman (1994) model which includes data reduction, data presentation, as well as drawing conclusions and verification. To enrich the results, a SWOT analysis was also used to assess strengths, weaknesses, opportunities, and threats in the process of transforming work culture. Data validity was maintained through triangulation of sources and methods, member checks, and process documentation (audit trail). This methodology provides a strong framework for comprehensively understanding the dynamics of doctors' work culture transformation in improving the quality of military hospital services.

## 3. RESULTS AND DISCUSSION

This study aims to explore in depth how the work culture of doctors at RSPAU dr. S. Hardjolukito has undergone a transformation in supporting the improvement of the quality of patient care. Data were obtained through three main techniques, namely documentation studies, participatory observations, and in-depth interviews with key informants selected purposively based on certain criteria. These three techniques allow researchers to capture the phenomenon of work culture in its entirety and contextually from various sources.

### Description of Research Object

RSPAU dr. S. Hardjolukito is a military hospital that is also open to the general public. This hospital is equipped with modern medical facilities, including the Heart Polyclinic, Digestive Surgery Polyclinic, and Children's Polyclinic. In addition, the hospital information system is based on digital technology, supporting a more efficient and well-documented service process. This environment is an important context in tracing the transformation of the work culture of doctors, especially in facing the challenges of the digital era and demands for improving the quality of service.

### Description of Research Informants

Informants in this study were selected using the technique purposive *sampling* by considering several criteria, such as a minimum of two years of work experience, direct

involvement in medical services, participation in service innovation, and readiness to participate in in-depth interviews and observations. The informant category consists of specialist doctors from various service units, structural officials in human resource management, and hospital medical management. The role of each informant is very important in providing a comprehensive picture of the actual conditions of work culture, challenges faced, and strategies that have been implemented. With this selection approach, the data obtained is reflective and relevant to the dynamics of the transformation of doctors' work culture in hospitals.

## DISCUSSION

### Doctors' Work Culture in Improving Patient Services

The results of observations and interviews show that the work culture of doctors at RSPAU dr. S. Hardjolukito is a combination of medical professionalism values and military discipline. In terms of behavior, doctors show a high commitment to clinical duties, especially in terms of time discipline and compliance with medical protocols. However, the speed in responding to patient needs is still constrained by the high workload. Normatively, there are internal SOPs as service standards, but their implementation still varies depending on the individual, especially in the use of health information technology. In terms of attitude, most doctors are aware of the importance of service quality, but some face psychological challenges such as stress due to workload and resistance to new technology. Meanwhile, the main values that are upheld include professionalism, institutional loyalty, and good personal relationships with patients, although an innovative culture still needs further strengthening. In general, this work culture has supported the improvement of service quality, but it needs to be strengthened with flexibility and openness to technological changes in order to answer the challenges of the modern health system.

### Obstacles in Building a Doctor's Work Culture

The process of transforming work culture is inseparable from various obstacles, both internal and external. Internal obstacles include the limited number of specialist doctors which causes a high workload, long waiting times, and the risk of work fatigue. In addition, variations in the understanding and implementation of SOPs, especially in new units that adopt information technology systems, create inconsistencies in the quality of service. Limited digital training for senior doctors is also an obstacle in optimizing the use of medical information systems. From the external side, technological disruption requires medical personnel to continue to adapt, while the process of improving skills is still uneven. Competition between hospitals in the Yogyakarta area is also a pressure in itself, demanding faster, more precise, and quality services. These findings emphasize the importance of a management strategy that touches on the technical, emotional, and cognitive aspects of medical personnel to create an adaptive work culture.

### Efforts to Build a Doctor's Work Culture

RSPAU dr. S. Hardjolukito has taken various strategic steps to encourage a more adaptive and quality-oriented work culture for doctors. The improvement of SOPs was carried out by emphasizing the approach patient-centered and integration of information systems such as EMR and HIS to accelerate data-based service processes. Reward and incentive programs are given to doctors who demonstrate superior performance, either in the form of formal appreciation, career promotion, or opportunities for further training. The hospital also holds regular training related to the use of medical information technology, effective communication, and stress management. In addition, career development opportunities are opened through competency certification programs and subspecialty

education. This strategy shows a shift in the paradigm of HR management from merely administrative to a long-term development-based approach.

The transformation of the work culture of doctors at RSPAU is greatly influenced by the interaction between organizational factors, HR dynamics, and patient expectations. This finding is in line with the view of Erlianny and Andriani (2022), that organizational culture can be a guide to behavior and strengthen the emotional ties of individuals to the institution. In the context of a military hospital, the values of discipline and loyalty are a strong foundation, but they need to be complemented by innovative values that are relevant to technological developments. In line with Purwadi (2020), the era of the Industrial Revolution 4.0 requires organizations to build a culture that is adaptive to technology, not only relying on hierarchical structures and conventional work ethics. In this case, RSPAU needs to accelerate the adoption of technology to avoid the digital competency gap. In addition, as emphasized by Sudjadi, Syaodih, and Andriani (2023), the quality of service perceived by patients contributes directly to their trust and loyalty. Therefore, the work culture of doctors must reflect an orientation towards patient satisfaction as the main indicator of transformation.

The final interpretation of this study states that to create a work culture for doctors that is in line with the needs of the times, hospitals cannot rely solely on discipline and loyalty. It is necessary to strengthen the culture of innovation, organizational flexibility, and the placement of patient trust and satisfaction as the main indicators of the success of the work culture transformation.

### SWOT Analysis of Doctors' Work Culture

SWOT analysis is used to identify strengths, weaknesses, opportunities, and threats that affect the transformation of the work culture of doctors at RSPAU dr. S. Hardjolukito. The results of this analysis are the basis for designing a strategy for developing the work culture of doctors in the future.

Aspect	Findings	Explanation
<b>Strengths (Strengths)</b>	High loyalty, work discipline, medical ethics culture	The doctors demonstrate a high level of commitment to their duties and responsibilities. The discipline instilled from their military background reinforces a structured and service-oriented work culture. Strong medical ethics are the standard in every interaction with patients.
<b>Weaknesses</b>	Heavy workload, limited technology-based training	High workload due to limited number of doctors causes fatigue and potential decline in service quality. In addition, adaptation to medical information technology systems such as EMR and HIS has not been optimal in all service lines.
<b>Opportunities</b>	Advanced technology facility support, management appreciation program	The hospital is equipped with modern medical devices and digital-based information systems, opening up opportunities to improve the speed and accuracy of services. Management also provides performance-based appreciation, which can be used to increase doctor motivation.

<b>Threats (Threats)</b>	Healthcare competition, consumer expectations, technological disruption	Hospitals compete with other healthcare facilities in terms of excellent service. Increasing patient expectations for speed and quality of service are additional challenges. In addition, the rapid development of technology requires doctors to continue to adjust and update their skills.
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### **SWOT Analysis Interpretation:**

#### **a. Strengths and Opportunities Domination:**

The work culture of doctors at RSPAU dr. S. Hardjolukito has a strong foundation in terms of loyalty, work ethics, and managerial support. Adequate technological facilities are an additional strength to drive service transformation.

#### **b. The urgency of addressing Weaknesses and Threats:**

Fatigue due to heavy workloads and limited technological adaptation must be addressed immediately through ongoing training programs, additional recruitment, and better workload management. In addition, rapid response to changing patient expectations and developments in information technology is a must for hospitals to remain competitive.

#### **c. Ideal Strategy:**

The work culture development strategy needs to maximize existing strengths and opportunities, while minimizing weaknesses and anticipating threats through an approach based on technological innovation, strengthening human resources, and continuous improvement in medical services.

## **4. CONCLUSION**

This study shows that the work culture of doctors at RSPAU dr. S. Hardjolukito has experienced positive development, with the main characteristics being the values of discipline, high work ethic, and compliance with standard operating procedures (SOP). This work culture is formed through a combination of a defined organizational structure, consistent implementation of procedures, and the influence of military values that have been integrated into the daily practice of medical personnel. However, the transformation of work culture also faces various challenges. Internally, the limited number of specialist doctors, high workload, and gaps in the adaptation of information technology are important issues. Meanwhile, from the external side, increasing competition in health services, rapid advances in medical technology, and changes in public expectations for digital-based services are also stress factors.

In response to these challenges, the management has implemented a number of strategies, including improving service procedures, providing performance-based incentives, ongoing competency training, and strengthening information technology infrastructure. These strategies aim to improve service quality, patient satisfaction, and hospital competitiveness in the era of digitalization of health services. Through a SWOT analysis, it was identified that high discipline and loyalty values are the main strengths in dealing with internal weaknesses, utilizing technological opportunities, and anticipating risks from the dynamics of competition in the health industry.

## **5. SUGGESTION**

Hospital management is advised to increase human resource capacity by recruiting additional specialist doctors. This step aims to reduce excessive workload while expanding the scope of subspecialty services. In addition, it is necessary to develop and implement a continuous medical information system training program to accelerate adaptation to technologies such as EMR (Electronic Medical Record) and HIS (Hospital Information System). Routine evaluation and updating of standard operating procedures (SOPs) are also very important to remain relevant to technological developments and patient needs. Furthermore, management is expected to be able to create an ecosystem that supports a culture of innovation by providing space and support for medical personnel to develop technology-based service ideas.

Doctors themselves are expected to actively improve their competence in mastering medical information technology as part of professionalism in the digital era. Adaptation to the dynamics of modern patients who prioritize fast, precise, and digital-based services also needs to be done. Adjustments in this service approach will be an important key in maintaining patient trust and satisfaction with the services provided.

Meanwhile, further researchers are advised to conduct comparative studies between military hospitals and general hospitals in order to gain a deeper understanding of the variation in work culture in health services. In addition, the use of mixed methods is recommended in order to obtain a more comprehensive picture of the effectiveness of work culture transformation on service quality, patient satisfaction, and medical personnel performance in a more measurable and holistic manner.

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