



Organizational Culture in Shaping Image of Hospital, Case Study of Islamic Services at Rumah Sakit Islam Bogor

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Abstract

This study aims to identify organizational culture of Rumah Sakit Islam Bogor in shaping an image of the hospital with Islamic-based services. The purpose of this study is to find out how the organizational culture at Rumah Sakit Islam Bogor in shaping the image as an Islamic-based services hospital. The study applies a qualitative research method. The data collection technique used was a deep interview and active participatory observation. A deep and direct interview was conducted by interviewing Director, Head of General Administration, Human Resources Subdivision, as well as two families of patients at Rumah Sakit Islam Bogor who had been treated more than four days. The Result of this study is Rumah Sakit Islam Bogor has an organizational culture of faith, islam, and ihsan which are incorporated into values, beliefs, rules, habitual behaviour, as well as the physical form of it. The organizational culture communicated to all members through a horizontal organizational communication flow. The results of this communication flow make each member could implement the services which provided to patients and hospital visitors based on their organizational culture which shaping the image of Islamic based services hospital.

Keywords: *Organizational Culture; Organizational Communication; Image; Hospital; Islamic Based Services*

1. Introduction

Providing friendly service has become a common thing and a necessity for every hospital as a health service provider. It is also what will obtain when visiting the Rumah Sakit Islam Bogor. Rumah Sakit Islam Bogor founded on February 21, 1982, is a hospital that was established based on the commitment and concern of Bogor community leaders, scholars, and doctors who are members of the foundation named Yayasan Rumah Sakit Islam Bogor (YARSIB). Until now, Rumah Sakit Islam Bogor still managed by YARSIB.

Rumah Sakit Islam Bogor classifies as a public hospital according to the accreditation carried out by the Hospital Accreditation Commission (KARS) from the Ministry of Health of the Republic of Indonesia, namely by a certificate as the main level hospital with number: KARS-SERT / 140 / XII /

2018. It means that the Rumah Sakit Islam Bogor is a public hospital that has national accreditation by hospital standards which include: administration and management, emergency services, as well as nursing services and medical records.

Accreditation as a hospital with the main level nationally does not indicate that the Rumah Sakit Islam Bogor is a hospital-based on Islamic services. There are other types of accreditation to prove that a hospital is a hospital that has Islamic services, namely the accreditation of a Sharia Hospital issued by the Indonesian Health Efforts Council (MUKISI) approved by the Indonesian Ulema Council (MUI) and the National Sharia Council (DSN) which also continue to coordinate with the Ministry of Health of the Republic of Indonesia. Furthermore, Rumah Sakit Islam Bogor does not have accreditation as a Sharia Hospital.

However, the impression of being a hospital with Islamic services can be seen at the Rumah Sakit Islam Bogor. It can be seen from the number of comments on the Google Review column of the Rumah Sakit Islam Bogor which has 214 reviews where the reviews consist of 112 five-star reviews, 30 four-star reviews, 19 three-star reviews, 7 two-star reviews, and 46 one-star reviews. Looking at the total 214 reviews, 67 reviews from Google Review users also added comments regarding services at the Rumah Sakit Islam Bogor, both in terms of employee friendliness and the facilities provided at the hospital in supporting Islamic services. They also said that Rumah Sakit Islam Bogor had the impression of being a hospital with Islamic services.

The impression of Islamic services at Rumah Sakit Islam Bogor is not only can be seen from the reviews on the Google Review column but also in the review column on the Facebook page of Rumah Sakit Islam Bogor. From 99 comments on the Facebook users in the columns, 85 users said how friendly the services which were implemented by employees at Rumah Sakit Islam Bogor. They not only commented on the friendliness of the employees, but they also say the impression of an Islamic hospital there. Moreover, some of them also uploaded some facilities photos at the hospital to show how the existing service is.

Services that seem Islamic at Rumah Sakit Islam Bogor can be felt at the beginning of the greeting "*Assalamualaikum*" from the parking ticket machine in front of the entrance - "*Assalamualaikum*" is synonymous with greetings spoken in Islam. Furthermore, when looking at the architecture, the carved front of a typical Middle Eastern building and mosque in the front adds to the impression of an Islamic Hospital. Furthermore, when you enter the building, the words "*Assalamualaikum*" will often be heard. Neither it's from nurses, staff, doctors to patients, nor even fellow hospital employees when they see each other. Chanting verses of the Al-Quran and displaying Islamic health videos in the waiting room of the hospital add to the Islamic impression one gets when you are at Rumah Sakit Islam Bogor.

Rumah Sakit Islam Bogor has a motto "Friendly, Patience, Sincerity, *Barokah*". This motto is visible and can be found on the website, health brochures, and activity banners. There are also Islamic aphorisms with Hadiths and health information in the corners of the room that add to the Islamic impression at Rumah Sakit Islam Bogor.

After seeing what happened at Rumah Sakit Islam Bogor, the researcher realized that the impression as an Islamic hospital owned by Rumah Sakit Islam Bogor would not happen by itself. There is a foundation that underlies how the impression of the hospital can form. The impression of Islamic services come from the organizational culture at Rumah Sakit Islam Bogor. Rumah Sakit Islam Bogor has its own organizational culture which is co-operative and binds all members inside it. Including health professionals and administrative services. It is certainly cannot separate from the values and rules that are held by all members of it.

Therefore, researchers are interested in looking more deeply at the overall organizational culture at Rumah Sakit Islam Bogor with the communication activities carried out by members of it. Moreover, Rumah Sakit Islam Bogor is the only hospital that has the title "Islam" in the city of Bogor. It becomes important to research considering how the impression of Islamic services at the hospital can form even though it does not have Sharia accreditation.

2. Literature Review

Schein describes how culture can form. He explained that culture can be formed from various levels. Schein explains that there are basic assumptions or belief patterns that make this culture survive in an organization (Miller, 2008).

Schein suggests a cultural model which consists of three different levels. The levels are consisting according to the elements of a culture and how the interaction between these elements. The levels of these cultural elements are shown in the diagram below:

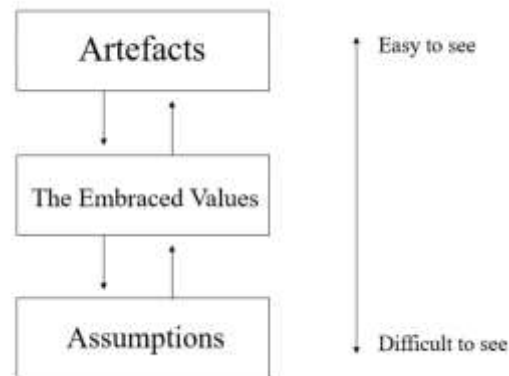


Figure 1: Schein Organizational Culture

The diagram above defines that the basic assumptions are the core of an organizational culture that underlies the growth of values so that they can form into visible artefacts and behaviours.

Schein's organizational culture model above also supported by the concept of organizational culture said by John and A. Foss. Organizational culture is something produced through daily interactions within the organization - where it is not just a task or activity in work, but all types of communication that occur within an organization (Littlejohn & Foss, 2009). Aw and Suranto explain that the form of organizational culture is real behaviour and objects. For example, behaviour patterns, language, clothing, buildings, etc., all of that aimed at realizing the distinctive character of an organization so that the organization has its characters that is different from other organizations (Aw, 2018).

Moreover, Sutrisno states that organizational culture can define as a system of values, beliefs, assumptions or norms that are applicable, agreed upon, and followed, by members of an organization as a guide for behaviour and solving problems in his organization (Sutrisno, 2010). Furthermore, Trujillo and Pacanowsky in Morissan also explained that the way of life in organizations is through culture. Emotional and psychological climate or atmosphere that includes the morale, attitude and level of productivity of members are inside in the organizational culture (Littlejohn & Foss, 2009) (Kholik, 2019).

To achieve organizational goals with the culture that is owned by an organization, it is necessary to have an interaction to communicate the organizational culture to members of the organization, which is called organizational communication.

Kohler in Aw explains that the right communication model to improve performance and achieve organizational goals is organizational communication. Organizational communication has two main functions, there are to unify the parts of the organization and facilitate the exchange of information, opinions and attitudes that run continuously within an organization (Aw, 2018). With the existence of organizational communication, it will create a pattern of working relationships within the organization.

The pattern of working relations within the organization is also called the flow of organizational communication, the flow of organizational communication will show a constant and continuous pattern of information management to create, display, send, receive, and interpret a message or information within the organization. Organizational communication flows are needed to connect different individual

positions in the organization so that communication can run according to the flow that the organization determines.

Aw explains that three communication flow patterns which can apply by an organization, including vertical, horizontal, and diagonal communication (Aw, 2018).

The flow of communication can help the organization to perform services such as Islamic services. There are Islamic values that must apply to provide maximal service (Hafidudin & Tanjung, 2003). Which are:

1. Professional (*Fathanaah*)

Professionals are working with maximal commitment and sincerity.

2. Courtesy and Kindness (*Tabligh*)

Tabligh means communicative and argumentative. People who have *tabligh* character will convey correctly and speak the right words. Courtesy and kindness are at the core of providing service to others.

3. Honest (*Sidik*)

Honest, which means never lying in any transaction activities. Honest is the conformity between the news which conveyed and facts. It happens between the phenomenon and what reported, as well as form and substance (Kartajaya & Sula, 2006).

4. *Amanah*

Amanah means having the responsibility to carry out every task and obligation.

The values in Islam originate from two main things, which are: faith and worship. Therefore, all service activities based on Islam must reflect these values. Moreover, Islamic service itself is not only related to the service by producing the maximum profit but how a Muslim provides services so that spiritual satisfaction could create in the members of each organization (Mohieldin, Iqbal, Rostom, & Fu, 2011).

The form of service that has been carried out by an organization will create an image at the public. Riel and J. Fombrun in Suwatno, company image is a global assessment consisting of a set of beliefs and feelings that everyone has for an organization (Suwatno, 2018). Furthermore, corporate image can show from four elements which are, personality, reputation, value, and, corporate identity (Harrison, 2000).

There are many types of images can be owned by a company. The company has to shape its image by identifying what kind of image it wants to form in the eyes of the community. Jefkins in Ardianto and Soemirat explains that there are types of images in a company or organization (Ardianto & Soemirat, 2004). These types of images are including:

1. The mirror images

It is a type of image related to how a company's image suspected against external public views in seeing their image.

2. The current image

It is a type of image that contain in the external public based on the external public's experience regarding the company.

3. The Wish Image
It is a type of image related to how the company wants to form an image that the company will achieve to make it more famous through the products or services they offer.
4. The multiple images
Represents several individuals, branch offices, or other company representatives who can form a company image under the uniformity of the entire company.

3. Research Method

The research approach used is a qualitative approach with a descriptive research type. Bodgan and Taylor in Gunawan added that research with a qualitative approach is a research procedure that will ultimately produce descriptive data in the form of written or spoken words from people and their behaviour that could direct at the whole individual background (Gunawan, 2013).

Moreover, the research method used by researchers is to use the case study method. The researcher chose to use the case study method because the researcher specializes only in examining the phenomenon of organizational culture in Rumah Sakit Islam Bogor, not the organizational culture of the hospital as a whole.

To get research results, researchers used several techniques or ways to obtain data or information which are including: First, the interview technique. The interview technique that will be used by researchers is in-depth interviews through purposive sampling technique. Second, observation or observation techniques. The type of observation that the researcher will make is direct observation and is involved in these activities or what is commonly known as Active Participatory Observation. Third, Documentation Study techniques. Also, the data that will be used by researchers is primary data.

4. Result and Discussion

Rumah Sakit Islam Bogor is a public hospital in the Bogor area that has been established since May 12, 1991. Unlike other hospitals in general, Rumah Sakit Islam Bogor has Islamic-based hospital services.

Rumah Sakit Islam Bogor holds the understanding that profession is a means of worshipping Allah SWT to provide benefits to people through health services by applying faith, Islam and Ihsan in accordance with the Quran and sunna as basic values of Rumah Sakit Islam Bogor.

The Organizational Culture at Rumah Sakit Islam Bogor

The organizational culture at Rumah Sakit Islam Bogor has based on faith, Islam and Ihsan according to the Al Quran and the Sunnah. Under the research concept that researchers use, using Schein's organizational culture model. The levels of cultural elements include artefacts, values, and assumptions. Three levels of organizational culture elements of Rumah Sakit Islam Bogor are:

1. Artefacts

The physical environment of Rumah Sakit Islam Bogor as part of their organizational culture includes: Uniforms used by hospital employees are characterized by green uniforms (identical to Islamic colours) also uniforms forms are based as Islamic used by employees. Middle eastern building style in front of the hospital and green colour on the building. Pearls of wisdom and pieces of verses from the Quran and hadiths in hospital promotional products. Room name in Arabic.

The social environment as an organizational culture at Rumah Sakit Islam Bogor includes the habitual pattern of employee activities which always say greetings when going out of the room. Saying prayers and hopes to the patient during and after taking action. Participate in Islamic recitation and studies. Do the Sunnah fasting on Monday and Thursday. Duha prayer in the morning. The activity of employees in making jokes with other employees and reminding each other not to talk about other employees.

2. The Embraced Values

Rumah Sakit Islam Bogor has values that they embrace include honesty, hard work, humility, readiness to serve, integrity, and professionalism.

3. Basic Assumptions

Rumah Sakit Islam Bogor has the belief that "Profession Is a Means of Worship". They believe that working at Rumah Sakit Islam Bogor is to worship. The Beliefs are at the core of organizational culture which will shape the values to be adopted. The form of belief that exists in Rumah Sakit Islam Bogor also raises a form of sincere service which carried out by employees where the form of sincere service itself is difficult to see. Therefore, the basic assumptions are at the third level where the form of the basic assumptions cannot see visually.

The values, beliefs, and rules that apply to medical and non-medical employees at Rumah Sakit Islam Bogor aim to be able to provide maximal Islamic services for patients and hospital visitors.

The organizational culture in Rumah Sakit Islam Bogor stems from the basic assumptions which they hold and become the embraced values as organizational culture. Therefore, the artefacts or manifestations of the organizational culture are in the form of rules, employee habitual behaviour patterns, the emotional atmosphere they feel, as well as the physical form possessed by Rumah Sakit Islam Bogor can be seen and felt.

4.1 *The Organizational Communication at Rumah Sakit Islam Bogor*

The organizational culture that is owned by Rumah Sakit Islam Bogor will not flow to all members in the hospital without any communication activities carried out within the hospital. The communication model used in Rumah Sakit Islam Bogor is including in the organizational communication model.

With the existence of organizational communication, members of the organization will be able to understand how the existing culture in the organization will be applied in every work activity they do. Rumah Sakit Islam Bogor uses an organizational communication model to increase the understanding of organizational members regarding their organizational culture based on faith, Islam and Ihsan, and to improve their performance in providing health services to the public to achieve their goal as a hospital with Islamic services.

Communication functions at Rumah Sakit Islam Bogor are including:

1. Rumah Sakit Islam Bogor uses organizational communication to unite separate fields so that these fields can still carry out their different tasks while remaining in the direction of the same organizational culture. The work division at Rumah Sakit Islam Bogor includes general administration, finance, medical services, and medical support.
2. Organizational communication carried out by Rumah Sakit Islam Bogor facilitates each field in conveying information so that they can carry out Islamic services under the organizational

culture which they have given with separate fields in the hospital. The delivery and exchange of information is not only done once, but is carried out continuously, such as with the socialization and evaluation activities carried out to see to what extent the services they have implemented, and whether it is under their organizational culture or not.

Organizational communication at Rumah Sakit Islam Bogor does not just run easily. There is a flow of communication that makes it easier to convey information and the culture of their organization to each individual.

Due to many fields in the hospital, the flow of communication in Rumah Sakit Islam Bogor is a horizontal organizational communication flow. In this horizontal communication flow, they convey information related to the organizational culture owned by the hospital through the Head of Division who will later convey it to the field members.

In the horizontal communication flow, the process of conveying information involves employees or leaders whom each have the same level of the position. At Rumah Sakit Islam Bogor, the Head of General Administration, the Head of Finance, the Head of the Medical Services, and the Head of the Medical Support Division have equal levels of positions where they both are under the Deputy Director. When the Director will convey information to all members at Rumah Sakit Islam Bogor, then he will be represented by the Deputy Director who will convey the information to the four heads of these fields, then later each head of the field will return the information to their respective sub-fields. Finally, the information from the director will reach all members of Rumah Sakit Islam Bogor.

4.2 *The Islamic Services at Rumah Sakit Islam Bogor*

Rumah Sakit Islam Bogor in its services applies Islamic service values including:

1. Professional (*Fathanaah*)
 - a. Nurses are responsive in providing services to patients and hospital visitors
 - b. Rumah Sakit Islam Bogor has never refused a patient for treatment
 - c. Rumah Sakit Islam Bogor will help patients who are financially deprived through the Hospital Zakat Agency (Badan Amil Zakat Rumah Sakit).
 - d. Collaboration with Islamic bodies outside the hospital, namely BPKsPP, the Al-Ghifari Study Group, Takaful Insurance and many more.
2. Courtesy and Kindness (*Tabligh*)

Rumah Sakit Islam Bogor in providing friendly and courteous service to patients and hospital visitors, they giving prayers and hopes from nurses and doctors to patients during and after taking action. Besides, all employees at Rumah Sakit Islam Bogor, both medical and non-medical employees, greeted them when they entered and left the room.

3. Honest (*Sidik*)

Rumah Sakit Islam Bogor has continued to explain to patients and visitors of the hospital regarding medicines that are still not halal by providing a consent form to the patient regarding whether the drug will be used or not. Rumah Sakit Islam Bogor also to maintain its "Islamic" name where all own medicinal products should be of a halal standard, but they do not cover up that there are still drugs that are not halal because there is no substitute for it.

4. *Amanah*

Rumah Sakit Islam Bogor maintains its worship not only for employees but for patients and hospital visitors. They do it by providing worship facilities. Such as the existence of a tayammum kit which provided to inpatients. Moreover, a reminder of prayer time through the speakers and mosque which is intended for employees, patients, and hospital visitors also provided by Rumah Sakit Islam Bogor.

Furthermore, the values of Islamic teachings depart from two main things, which are: faith and worship. Therefore, all service activities based on Islam must reflect these values. This is in line with the concept that researcher mention above that fathanaah, tabligh, sidik, and amanah are based on faith and worship in Islam.

Moreover, an excellent service in Islam is not just for profit but how to provide service to customers so that there is a certain satisfaction in employees. What this means is how employees can implement services without expecting material rewards. In implementing this, Rumah Sakit Islam Bogor implements the sincere service that has been explained from the beginning, the employees it is accepted to work that job at the Rumah Sakit Islam Bogor is actually for worship. The existence of a separate form of satisfaction within employees are also felt by employees at Rumah Sakit Islam Bogor, especially nurses.

4.3 *The Image of Rumah Sakit Islam Bogor*

The company image can be seen from four elements which are personality, reputation, value, and corporate identity (Harrison, 2000) Those four elements at Rumah Sakit Islam Bogor are:

1. Personality

Rumah Sakit Islam Bogor has characteristics as a hospital with Islamic services that is recognized by the public. Islamic services here are characteristics of Rumah Sakit Islam Bogor which are understood by the public target, which are patients, hospital visitors, and the community involved.

2. Reputation

Rumah Sakit Islam Bogor has carried out Islamic services by providing supporting facilities such as:

- a. Halal standards in the pharmaceutical, nutrition, and laundry sections
- b. Supporting facilities for worship such as worship equipment in inpatient rooms, tayammum kits, worship reminder speakers, as well as Islamic broadcasts on television in the hospital waiting room and at patient rooms.

The facilities that have been provided by Rumah Sakit Islam Bogor are things that have been done by the company and justified under the experience of the public target, in this case patients and hospital visitors.

3. Value

Rumah Sakit Islam Bogor has an organizational culture, which are faith, Islam and ihsan which is outlined in the basic values of it. They are:

- a. Honesty
- b. Hard work

- c. Modesty
- d. Readiness to serve
- e. Integrity
- f. Professionalism

4. Corporate Identity

Rumah Sakit Islam Bogor has a hospital logo consisting of images of the moon, stars, and hospital health symbols. Rumah Sakit Islam Bogor also has made green, light green, and other similar colors the identity of the them. This color is always used by them in the building, employee uniforms, and other promotional products.

Furthermore, Rumah Sakit Islam Bogor does not have a slogan, but a motto as the substitute of it, which is "Friendly, Patient, Sincere, Barokah." In addition to the motto of the Rumah Sakit Islam Bogor which can be found in several parts of the Hospital as well as the promotional products of them, there is also a vision from them which is just as clear as can be seen in their products, which is " The realization of an Islamic hospital, with trusted and high quality".

The image of Rumah Sakit Islam Bogor is under the objectives of what they want their self to be. Rumah Sakit Islam Bogor wants to be a hospital that is seen by the community as a trusted and quality Islamic hospital. This is stated in the hospital's vision, which is "The realization of an Islamic hospital, with trusted and high quality". Therefore, that image is formed from the desire of the company, Rumah Sakit Islam Bogor has an image as a hospital with Islamic services.

Seeing from how the process of Rumah Sakit Islam Bogor wants to realize their vision by carrying out each activity based on their organizational culture, the researcher sees that the image in Rumah Sakit Islam Bogor is included in the type of image desired or The Wish Image by Jefkins.

Jefkins explained that The Wish Image is a type of image related to how a company wants to form an image that the company will achieve to be more famous through the products or services they offer (Ardianto & Soemirat, 2004). This is following by Rumah Sakit Islam Bogor which wants to be known as a hospital with Islamic-based services.

Conclusion

The results obtained from this study concluded that although Rumah Sakit Islam Bogor does not have accreditation according to sharia, the image as a hospital with Islamic-based services already felt. It occurs as a result of the organizational culture of Rumah Sakit Islam Bogor which are based on faith, Islam and Ihsan as well as the belief that the profession is a means of worship which is the basic assumption of them. These basic assumptions eventually shape the organizational values they embrace so that the manifestation of the organizational culture of Rumah Sakit Islam Bogor in the form of rules, employee habitual behaviour patterns, emotional atmosphere, and physical form that is owned by them can see. To communicate the organizational culture of Rumah Sakit Islam Bogor until it can be applied by all hospital members, they use an organizational communication model with a horizontal type of communication flow. This flow of communication is under the organizational structure of them where all heads of departments have equal positions under the Deputy Director. This horizontal communication flow serves to channel an understanding of how the culture in the hospital can be applied in every activity carried out by all hospital members, as well as for the smooth flow of information provided. The results of this flow of communication made the members of Rumah Sakit Islam Bogor could implement services with Islamic values in the form of professional (*Fathanaah*), courtesy and kindness (*Tabligh*), honesty (*Sidik*), and *Amanah* under faith and worship in Islam. This Islamic service eventually forms the image of Rumah Sakit Islam Bogor as a hospital with Islamic-based services under the objectives from them, which is to realize Rumah Sakit Islam Bogor as a quality hospital with Islamic services.

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