

Family Doctor Clinic: Organizational Culture Study at Wirahusada Medical Center in Makassar City

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Abstract. This study aims to the description of the organizational culture that is applied by each member of the Wirahusada Medical Center Clinic, who jointly organize the health clinics they conduct. This research used a descriptive research design using a qualitative approach. The finding explains that the clinic Wirahusada Medical Center, has a habit organization refers to the family values, as the owner and the activators of this clinic, and the values of decency that are part of the values inside of family that maintained and applied in the Wirahusada Medical Center clinic service.

Keywords: Family and Organizational Culture.

1 Introduction

The health clinic is a health care facility provided by several doctors to provide health services for outpatients who require the treatment of general practitioners and specialists outside medical hours or outside the doctor's operating hours at the hospital. This health clinic is a private or group or private business. Health clinics such as this usually deal with common ailments or first aid, except for severe injuries or accidents on the highway, and must be referred to the hospital.

One clinic that is the focus or object of this research is a health clinic managed by a family of doctors. In these health clinics, those who practice or run a health clinic business are doctors who have family relationships. This makes the health clinic has its own attraction because in general, health clinics consist of doctors who do not have a family relationship.

But on this occasion, this research will focus on the organizational culture that is based on the family. Also, [1] said that the understanding meant by organizational culture is a culture that becomes a reference in an organization where there is a group of people who carry out interaction. So that culture is always the basis for interacting with the organizations they are engaged in. As in this title of this research, a number of previous studies have also been conducted and viewed from several aspects.

It can be concluded that the roots of each organizational culture are a set of core characteristics that are collectively valued by members of the organization. So, for this research formulates, may the main problem of this article is, how do family doctors build the organization of culture through the Wirahusada Medical Center Clinic? The main problem is detailed in four research questions, which are:

1. How do you strengthen the kinship solidarity that functions in managing the Wirahusada Medical Center Clinic?

2. What is the strategy of directing the selection of medical specialties to family members in the framework of establishing the Wirahusada Medical Center Clinic?
3. What is the business capital management system for the development of the Wirahusada Medical Center Clinic?
4. What is good service for patients based on family and religion at the Wirahusada Medical Center Clinic?

2 Literature Review

A number of studies on health clinics managed by the family of doctors have been conducted and viewed from various aspects. [2] For example, in their study of the relationship between patient satisfaction and patient interest in the reuse of health services in family physician practice, which focused on patient satisfaction and patient treatment interest in family doctor practices and [3] His study of factors related to adherence to treatment of patients with diabetes mellitus in the practice of family physicians in the city of Tomohon, the two studies had a very positive effect on patients who often did a treatment in family doctor practices.

[4] His study of the influence of organizational culture on Haji hospital and [5] theirs study analyzed the influence of organizational culture and job satisfaction on organizational commitment in improving performance PT Sido employees appear Kaligawe Semarang, both of these studies produce different organizational cultures, but both have a positive influence

[6] His study also paid attention to the legal aspects of administering medical practice, which focused on Law no. 9/2004 concerning medical practice, which provides protection for the public against exploitative medical practices and does not fulfill medical ethics resulting in a decrease in public confidence in the medical profession; secondly, it provides legal certainty and protection for the medical profession from excessive public claims. As well as some other related literature, such as ^{[7],[8],[9],[10],[11]}.

3 Methodology

This research was conducted at the Wirahusada Medical Center Clinic in the city of Makassar. The reason for choosing the location is because it is the place where the doctor's family is located. The study was conducted from August to October 2017.

Those involved in this study were as many as 14 informants, all of which were related to clinics, both doctors and family members, working midwives, laboratory managers, and patients who often visited to do the treatment. Each of them is detailed in table1., there are:

Table 1. Table of Informant.

No.	Name	Job-status	Status in family	Information
1	Muh. Muchsin (67 years old)	WMC clinic supervisory board	As Father	-
2	Dr. Radianah (65 years old)	WMC clinical pediatrician and WMC clinic supervisory	As Mother	-

		board		
3	Dr. Wahyudi Muchsin (38 years old)	General practitioners and PR from the WMC clinic	First child	-
4	Dr. Dewi Setiawati Muchsin (36 years old)	Gynecologist and Director of WMC clinic	As Second child	-
5	Dr. Harun Iskandar (42 years old)	Internal medicine specialist and person in charge of the WMC clinic	As Daughter-in-law	-
6	Eksa (27 years old)	Pharmacist clinic at Wirahusada Medical Center	-	-
7	Sri Ardawati (25 years old)	Midwife clinic Wirahusada Medical Center	-	-
8	Rahmawati (27 years old)	Midwife clinic Wirahusada Medical Center	-	-
9	Fatma Mahayani (26 years old)	Midwife clinic Wirahusada Medical Center	-	-
10	Risna (25 years old)	Midwife clinic Wirahusada Medical Center	-	-
11	Agustina (21 years old)	Midwife clinic Wirahuada Medical Center	-	-
12	Fistianti Nur (22 years old)	Manager of the clinical laboratory Wirahuada Medical Center	-	-
13	Obstetric patients (4 years being a patient)	-	-	-
14	Obstetric patient (3 years being a patient)	-	-	-

The techniques used in this study for the data are use observation and interviews. Observation carried out on all activities in the Wirahusada Medical Center Clinic, starting operations until it closes every day, any day there is often the hustle and bustle of health services, so patients are patient for that, patterns of service that often repeat every day, all activities that occur either waiting time for a patient examination call. Interviews were conducted under the guidance relating to how services are implemented, as well as the views of patients on the pattern of services provided, all of which will be observed back on broken pieces of the formula of problems in this article.

Informants in this study are the owner of Wirahusada Clinic Medical Center, which is informant consideration that the informant that the researcher will choose is indeed very much related to the focus of the research. Also, used a protocol voice recorder to record the interview, but before the use of protocol voice recorder that researchers ask for permission first and assure informants that this protocol was used to making of this article, the remaining guaranteed confidentiality form of data, the use of the name (on permits informant), and all the results of interviews that the researcher did.

4 Results and Findings

4.1 Strengthening kinship solidarity

In the management of clinics that are managed in the bond of the owner's relationship, of course, they have a strategy to strengthen kinship solidarity, which can be seen in the strategies grouped in what elements, among them. First, building family relationships, what is meant is, improving the quality of a relationship within the family or removing barriers in the family. Second, instilling values and norms in family life, which means to instill or apply or tell about the value of good or bad family behavior. Third, developing a family network, what is meant is, expanding friendships or family relationships that are usually through the marriage process. And finally, maintaining family harmony, what you mean is, maintaining family or family harmony.

4.1.1 Building Family Relationships

It is understandable that family relationships when in the clinic are not shown, because they both have their respective obligations and responsibilities, but the professionalism of work that takes place in the clinic, but if it is already inside the house, then everything will blend back as before brothers who love and respect each other both also to their parents and husbands. Dewi explained about her family relationships, such as loving each other, but if in the clinic is professionalism, and if at home, I positioned myself as the brother of my brother and the wife of my husband.

4.1.2 Values and The Norm (*Siri'na Pesse*)

It can be understood that the values and norms of the *siri 'na pesse* in the doctor's family are the cultivation of affection in the soul of the child within the scope of a family in the house so that the child understands love to parents, siblings, family, and friends his colleague. *Pesse'* is a sense of caring for parents, siblings, family, and friends because of the love that is formed within the family within the house. And besides, the discipline of time in the house which is also the norm but is only valid in the home due to the future for the sake of their children to be independent and responsible, as explained by Muchsin.

4.1.3 Mutual Help Families

Clinic Wirahusada Medical Center which is fully managed by the family doctor. Automatically become land to accommodate his family so that they can work with him, in his place, while maintaining the quality of health care, or it can be said along with that, the spirit or soul of the clinic's Medical Center Wirahusada is a family. Harun explaining that to make a clinic and so the clinic system with the spirit of the clinic is our family. So, based on the results of the interview it can be understood with the variety of fields of specialization being explored by family members, is the human capital that is owned to establish a health clinic

4.1.4 Family Communication Media

It can be understood that applications such as *WhatsApp* are commonly used to communicate with each other and exchange news between families. Because isn't so complicated and also does not require special expertise in using the application. The application has been synced automatically with the owner's gadget in the installation system, as explained by Dewi.

4.2 Strategies for Directing the Choice of Medical Science Specialization

In the framework of establishing clinics, of course, there is a strategy that regulates its members to choose specializations for the establishment of clinics later. Here are some sub-chapters that will represent the results of interviews with researchers, both of them, from both parents in guiding and directing their children. And conversely, some of their children put forward their wishes in choosing a doctor's specialty

4.2.1 Selection of Specialization on Tutorial Parents and Families

Could be understood from a glimpse of the shape of its direction, is guidance, encouragement, understanding, and consideration given to their children, which is where the question is. First, guidance by providing guidance in the form of attention to children, such as giving suggestions, ideas, points which can help children overcome their problems. Second, the encouragement, by giving enthusiasm, that the child is enthusiastic about the challenges, such as giving a glimpse of the images of how easy it is to do so that the child wants to do it. Third, a sense of understanding by giving a good explanation to the child, so that child can understand, so he can reduce his emotions by himself. And last, a sense of consideration, by giving consideration to the child, if he wants something, such as giving expression to the desires of a child who is of good character, so that the child understands the good and not of something. As long as he is undergoing the stage of the learning process to grow into adulthood, as in some explanations of Muchsin and Harun.

4.2.2 Determination Specialization options Based on the options By own

It can be understood from the results of the interview above for a decision and taken a decision that both parents have given. However, it is still considered again by the child's own person. If there is something, something the child wants. So, the form of behavior that is shown by the child is to keep receiving it politely and well but to depend on his decision to return to himself again. Dewi explained that the directions given were well received, but for dependency, decision-making returned to oneself did not depend on parents anymore. Likewise with Harun, who saw his son, finally opted for the neurological specialization, but there had been quite a lot of discussion, and even his brothers also discussed it, he said.

4.3 Business Capital Management of the Wirahusada Medical Center clinic

In managing business capital to develop a business that we have. Some forms in it are. First, enough capital to be used in developing the business. And the second element is able to return the capital to be used again. Or third, invest in other interests. However, at the Wirahusada Medical Center clinic. There are several forms in managing capital for clinical development, including initial venture capital itself for the establishment of clinics, forms of business loans and forms of business loan accountability, benefits of clinical business, forms of work compactness and family harmony in overcoming problems in the clinic, and finally, forms of clinical investment.

4.3.1 Venture Capital

Could understand that venture capital to set up a clinic comes from private capital husband and wife is. With total expenditure from his personal capital of four billion rupiah (Rp), including land, buildings, and clinical equipment collected in conjunction with her

husband. Although there are forms of loans at banks in building and raising their clinics to cover the lack of capital in the development of their clinics, as explained by Dewi and Harun.

4.3.2 Business Capital Loan

It could be understood that the shape of its capital lending is to the credit in the bank. By the way, the clinic director makes a proposal for capital assistance in the construction and management of the clinical business that will be given to the bank, and if it has been approved by the bank, the capital loan that is wanted is given, of course with agreements that have been determined by both parties. Both with the form of payments in stages (monthly) originating from the results of clinical benefits obtained from the service of patients who have completed health consultations, treatment, and purchase of drugs, such as in Harun explanations.

4.3.3 Clinic Profit

It is understandable that the promising source of profit that can be obtained from owning a clinic is that it comes from medicines sold to patients, both from the sale of generic drugs and the sale of non-generic drugs. And second, from examining patients, every time a disease consultation. And other supporting income, such as other doctors who work in their own clinics because they are not members of the clinic, the cost of laboratory examinations, such as routine blood checks, *allergic tests, pap smears, cervical vaccines, and hepatitis vaccines*, etc. such as classes pregnant women are mothers who crave the presence of the baby in their family and sell snacks and cold drinks, as in the explanation of Harun.

4.3.4 Troubleshooting in Clinic

It is understandable that the form of work compactness and family harmony in dealing with every problem that occurs in the clinic has been harmonious and professional. Harun explained if there are problems in the clinic, usually with a relaxed atmosphere, for example, while eating together, can be at a restaurant, in a clinic, or at home.

4.3.5 Investation

It is understandable that the form of clinical investment is to make the hospital at the end of the journey from Wirahusada Medical Center, such as in Harun explanations.

4.4 The pattern of Services Based on Family and Religion at The Wirahusada Medical Center Clinic

In providing good services to patients in the clinic, of course, there are principles that are applied by each member in providing services to patients at the Wirahusada Medical Center Clinic. The principle in question is principles that are based on family and religion, among others, first, the principle of courtesy to patients, second, the principle of helping patients, third, the principle of discipline and responsibility to patients, and fourth, the principle of respect and respect for patients in the services of the Wirahusada Medical Center clinic.

4.4.1 Characteristically Services Kinship

It can be understood that the service is familial is a way of delivering a gentle and courteous to patients related diseases in the suffering of patients, provide measures in handling, adding education-educating the patient and also to see the condition of the patient, is a form of ministry familial nature that is applied in it service. One of the obstetric patients also admitted by saying that he felt happy with his doctor because he was

polite, familiar, and also good, so I was happy to come here again for the treatment, and even my friend would come to see him here.

4.4.2 Solidarity Services

It is understandable that as a doctor, not only about undergoing a medical profession, especially in doing business and business. However, there is an implied human value, and also, as a doctor, there is an oath held, including helping patients in any condition even though the patient cannot afford it. Even from his midwife and his patients, he also admitted that there had been a patient who was given a free examination with his doctor like an ordinary fever and even had his *ultrasound* waived.

4.4.3 Characteristically Services of Disciplines, Responsibility, and Rationality

Service that is disciplined and responsible is the discipline of time and in accordance with their respective responsibilities, and if there are unexpected events, the form is to remain service properly and still also consulted back to the doctor concerned. The service is rational is to understand and understand if there is a view of patients who have their own beliefs. One of the womb patients also admitted that he felt heeded as in the event, he had experienced a toothache and knew his condition was pregnant then he consulted a doctor to buy paracetamol via *WhatsApp Messenger*, but it is recommended that you only buy propolis then rinse your mouth several times a day until it has healed.

5 Conclusion

It can be concluded overall that the study of organizational culture at the Wirahusada Medical Center clinic has organizational habits that refer to family values because the owner and driver of the clinic is a family and politeness values that are part of their family values which is maintained and applied in the Wirahusada Medical Center clinic service. That's all and thank you

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