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## The functions of Bimanese Philosophy “*Toho Ra Ndai Sura Pa Dou Labo Dana*” on patient care at bima regional general hospital of West Nusa Tenggara-Indonesia<sup>☆</sup>



Syamsuriansyah<sup>a,\*</sup>, Palutturi Sukri<sup>b</sup>, A. Pasinringi Syahrir<sup>c</sup>, Andi Indahwaty Sidin<sup>a</sup>,  
Ridwan Amiruddin<sup>d</sup>, Lalu Muhammad Saleh<sup>e</sup>

<sup>a</sup> Doctoral Students of Public Health Hasanuddin University and Politeknik Medica Farma Husada Mataram, Indonesia

<sup>b</sup> Department of Health Policy and Administration, Faculty of Public Health, Hasanuddin University, Indonesia

<sup>c</sup> Department of Hospital Management and Administration, Faculty of Public Health, Hasanuddin University, Indonesia

<sup>d</sup> Department of Epidemiology, Faculty of Public Health, Hasanuddin University, Indonesia

<sup>e</sup> Department of Occupational Health and Safety, Faculty of Public Health, Hasanuddin University, Indonesia

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### KEYWORDS

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Dou Labo Dana;  
Bimanese philosophy;  
Hospital

### Abstract

**Objective:** The research aimed to analyze the functions of Bimanese philosophy in Bima Regional General Hospital as a public service organization.

**Method:** This research used a qualitative research which applies as a case study approach. The data sources are primer and secondary data. The primer data was collected through observation of social situation and structured interview of the informants. The secondary data was collected through documentations.

**Result:** The result of the study indicates that the Bimanese philosophy “*Toho Ra Ndai Sura Pa Dou Labo Dana*” has been functioned as social identity, social cohesion, sense-making and control mechanism, motivation source, and inspiration source by the General Hospital of Bima.

**Conclusion:** The value of “*Toho Ra Ndai Sura Pa Dou Labo Dana*” has become a characteristic of the organizational cultural values of Bima Regional General Hospital. It is referred to as the core value of Bima Regional General Hospital and it is guided intrinsically. Therefore “*Toho Ra Ndai Sura Pa Dou Labo Dana*” has become a common basic assumption for all employees, both medical and non-medical personnel of the hospital.

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\* Corresponding author.

E-mail address: [sam.bptk@yahoo.com](mailto:sam.bptk@yahoo.com) (Syamsuriansyah).

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## Introduction

Public organizations are government instruments that function has function in providing services to the public. Public organizations seen in the form of organizations are government agencies also known as bureaucracy.<sup>1</sup> In addition, public organizations also functioned to direct, facilitate, guide and create an atmosphere that supports community activities. Public organizations must have and implement their organizational culture optimally.

Every public organization has cultural organizational values characteristic used to distinguish it from public organizations. In order to bring public organization closer to their social environment (society), public organizations should be guided by the values of local cultural philosophy, thus, all role systems, activity flows and patterns of cooperative relations (processes) in public organizations are certainly characterized by cultural value guided organization.

Hospitals are considered as one of the health facilities that have important role in improving the level of public health. The hospital is a health service institution that organizes health services that are very useful in providing health services to the community, as stated in the Republic of Indonesia Law.<sup>2</sup> Therefore, hospitals are required to provide quality services that are very much determined by their own human resources.

Human Resource planning, especially nursing, is a competency that must be possessed by every nursing leader in a hospital, including all nurses, so that sufficient human resources are available with high enough quality and professionalism. Nursing services are part of hospital health services. If there is a quailed nursing service, the hospital health service is also qualified because the majority of hospital services are provided by nurses. Concerning health workers that includes Human Resources (HRH) mentioned that there are 13 types of disciplinary fields that provide health services.<sup>2</sup> The thirteen types of health workforce are: (1) medical personnel, (2) Clinical Psychological Staff, (3) Nursing Personnel, (4) Midwifery Personnel, (5) Pharmaceutical Workers, (6) Public Health Workers, (7) Environmental Health Workers, (8) Nutritionists, (9) Physical Absorption Personnel, (10) Medical Technical Personnel, (11) Biomedical Engineering Personnel, (12) Traditional Health Workers, and (13) Other Health Workers. Nursing staffs, in this case nurses are an inseparable part of Health.

Human Resources, the abilities and competencies are surely must be improved in order to improve the quality of health services especially nursing services in hospitals. One of the competencies that must be possessed by a nurse is cultural competence. Some factors that influence performance include individual skill factors, organizational factors consisting of: leadership and compensation/compensation structures and psychological factors which include: motivation and job satisfaction.<sup>3</sup>

A nurse who has cultural competence will care and be sensitive to the cultural needs of patients who receive nursing care. At present, the cultural competence of nurses in Indonesia is still not a concern; the majority of nurses have not prepared their cultural competencies during the education process. Lack of nurse's cultural competence can result in many problems in interacting between patients

and nurses.<sup>4</sup> Recent research on job performance and local culture now needs to be developed to appreciate the cultural values in certain regions. The results of previous studies conducted in 2012, found that patients who received nursing care from nurses who had been trained in cultural competence had higher satisfaction as much as 5.2 times compared to patients treated by nurses who were not trained.<sup>5</sup>

Chatab<sup>6</sup> illustrated that organizational culture in public organizations can function as social identity, social stability, guidance, and form patterns of attitudes and behavior of human resources. Organizational culture can also function as a unifier (social cohesion), source of inspiration, source of motivation (motivation), increased value added, substitute for formalization, and mechanisms for adaptation to change. As a government-owned hospital (public organization), Bima General Public Hospital has organizational cultural values as a characteristic of its organizational culture which is adhered to by all its human resources in providing health services. These values are innovative, professional, empathetic, collaborative, and one of them is the local cultural values adopted from Bimanese cultural values, namely; "*Toho Ra Ndai Sura Pa Dou Labo Dana*".

## Method

### Research location

This research was conducted in public organizations (Bima Regional General Hospital). The focus of this research is the functions of the local cultural value "*Toho Ra Ndai Sura Pa Dou Labo Dana*".

### Types of research

This type of research is qualitative by using a case study approach. Qualitative research is applied by observing and analyzing social situation. The social situation meant by Spradley is a place, actors, and activities that interact synergistically.<sup>7</sup>

### Data collection techniques

The research informants were hospital (internal) medical and non-medical personnel as well as patients and family (external). Informants were obtained through the 'purposive sampling' technique. Data was obtained using structured interview techniques, passive participation observation and document review.<sup>8</sup> The research data analysis technique was carried out in 4 (four) stages, namely: (1) data collection, (2) data reduction, (3) data presentation (data display), and (4) conclusion.

## Result

Bima Regional General Hospital (RSUD) on Jalan Langsung No. 1 Raba, on January 2, 2014 finally changed status to Regional Public Service Agency (BLUD). Referring to the technical guidelines for the implementation of the BLUD as contained in Permandagri no. 61 of 2007 BLUDs are Work Units in local government that implement financial management pattern

of BLUD and are formed to provide services to the community in the form of goods and or services sold without prioritizing profit seeking, and in carrying out their activities based on the principles of efficiency and productivity.

This study was The Functions of Bimanese Philosophy "Toho Ra Ndai Sura Pa Dou Labo Dana" on Patient Care at Bima Regional General Hospital of West Nusa Tenggara-Indonesia. Based on the interview, the researcher found five main points that by implementing the values of local philosophy on nurse performance could encourage nurse performance. These are the main points explained by the informants, namely; ideas, norms, attitude, communication, and regulation.

Two of the informants explain about the value of Toho ra ndai sura pa dou labo dana regarding to norms.

"...the value of local philosophy has been studied since childhood and continues to be a guide when working in both the public and private sectors..." (Ners3)

"...actually this philosophy is part of the Bimnese motto Maja Labo Dahu. This motto is what makes me afraid to do bad things and Toho ra Ndai Surapa Dou Labo Dana provides a picture of enthusiasm and determination to do good, having the character of a knight, fostering a sense of social solidarity, prioritizing interests public rather than personal interests..." (Admin17)

Previous researcher argues that local wisdom is the wisdom or original knowledge of a community that comes from the noble values of cultural traditions to regulate the order of people's lives. In other words, local wisdom emphasizes wisdom or wisdom for organize social life that comes from noble cultural values. Further explanation the views local wisdom that are focused on cultural values, namely a local cultural value that can be used to regulate the order of people's lives wisely or wisely.<sup>8</sup>

Other informants explain regarding the regulation

"...Every hospital should make a policy to implement the values of local cultural philosophy to improve health services in hospitals..." (Ners8)

"...As the hospital manager, I myself do agree with the philosophy of Toho Ra Ndai Sura Pa Dou Labo Dana implemented in the hospital. My concern is how to elaborate with the local government otherwise they also create the written policy to the whole work units in Bima Regency..." (Dir1)

That statement describes there are five organizational espoused values, namely: (1) as a guideline for behaving in realizing the organization's mission; (2) as a source of 'power' and 'motivation' in acting and held firm by every individual in the organization; (3) reflect and strengthen organizational culture; (4) directing deep decision making organization; and (5) facilitate the achievement of the vision and carry out the mission.<sup>6</sup>

Other informant also explained regarding communication

"...Every villages in Bima has different way of dialect and communication, both verbal and nonverbal in accordance with each local culture. As Bimanese who had been living for long life, I surely to make a good effort applied

**Table 1** Characteristics of informants of nurse in Bima regional general hospital.

Informant code	Sex	Age	Education
Dir1	M	49	Mast
Ners2	M	42	Dip
Ners3	F	29	Bac
Ners4	F	46	Dip
Ners5	F	31	Bac
Ners6	M	35	Bac
Ners7	M	48	Bac
Ners8	F	28	Bac
Ners9	F	50	Dip
Ners10	F	37	Dip
Admin11	M	49	Dip
Admin12	M	32	Bac
Admin 13	F	27	Bac
Admin14	F	36	Dip
Admin15	F	41	Dip
Admin 16	M	46	Dip
Admin17	M	49	Dip
Admin18	F	39	Dipl
Admin 19	F	36	Bac
MLT20	M	35	Bac

Source: Primary Data, 2018.

to patients to provide understanding in order to improve my service..." (Ners6)

This in line with Terry explained; "the winner of an argument is a nebulous concept, nothing is on, and actually a great deal is lost". Besides that the technical priorities such as SOP implementation, leader and staff commitment, and effective communication are essential.<sup>8</sup>

As a consideration<sup>11</sup> for the results of interviews with several informants, in Table 1, it can be seen that the informants in this study vary with different backgrounds so that the information obtained can strengthen the data in this study. However, Ethnic aspects are aspects that influence nurses' behavior because it is a trust that grows and develops in an individual according to the ethnic group to which he was raised. Ethnicity becomes a determinant factor for nurses' character because it contains values or habits learned and embedded since childhood, thus helping to direct behavior, such as politeness, good and bad values, grammar and loud or soft dialect, and others. This can indirectly affect the actions and decisions of individuals in carrying out the work so that consciously or unconsciously the ethnicity inherent in the individual will have an impact on social interaction and performance.

## Discussions

As the author explained, as a public organization, Bima Hospital also has implemented the organizational culture and one of them is the value of the "Toho Ra Ndai Sura Pa Dou Labo Dana" which is adopted from the local values of the Bima culture. This value is guided in providing public services. Toho Ra Ndai Sura Pa Dou Labo Dana in Indonesian means to release personal interests for the benefit of society regardless of their social status. Therefore, one of the

dimensions of the organizational environment that must get attention is the social environment or social and cultural conditions, including the values that apply in society, norms, traditions and attitudes. This function is in line with the previous research by which mentions the *dole-dole* tradition is done through the inheritance process from generation to generation.<sup>9</sup>

In order to reach the level of becoming an effective public organization, Bima Regional Hospital, places the value of local culture, namely the value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" as a core value that is guided intrinsically to get community support as its external environment. Therefore, the value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" is also guided by medical and non-medical personnel of Bima Hospital as the core value of work. Therefore, the value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" is the identity of Bima Hospital, which is intrinsically guided as the core value to achieve its objectives. This is in line with the opinion of Budiharjo<sup>10</sup> who illustrated that the core values of the organization (organizational culture) are organizational identities desired by the owner of the organization that are perceived as an entity that has a unique character or value embedded in all people working in the organization so that they live up to the desired values to direct the behavior of their members/employees. Social cohesion, because the value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" requires every medical and non-medical personnel to give up their personal interests in the interest of the community as patients in carrying out their duties, so they apply the value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" as a social cohesion in the concept of human relations.

In order to maintain the social cohesion function in the value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" or, then there were several ways the leadership of the Bima Hospital in applying the concept of human relations, namely; (1) recognizing the differences between each medical and non-medical person, because they realize that everyone has a difference. Ethnic differences, religion, and the spread of views and thoughts/opinions. Therefore, in various occasions or meetings, they give each other the opportunity to express their opinions without interrupting them. (2) Avoid debate (arguments) because they assume that the debate does not resolve differences. Terry emphasized; "The winner of an argument is a nebulous concept; nothing is won, and actually a great deal is lost". (3) Mutual understanding of feeling (deep feeling) because they understand that every human being is usually sentimental related to personal attachments, experiences, and emotions' which are contrary to his personal experience.

They used these deep feelings to build good relationships. (4) Use questions that can influence people, because they know that asking someone, gives an opportunity to the person concerned to inform what he knows and to give an impression to others about the knowledge he has, and (5) avoid the dominating attitude, because they have agreed to respect and respect each other. They realize that everyone will do work or they will help others if they feel happy (not dominated). These several ways done by the management of Bima hospital was in line with Sukri,<sup>11</sup> mentioned leadership is a complex phenomenon in that some leaders need to learn how to create some strategies in order to decide effective information to all employees.

Based on the observation, one manifestation of the pattern of attitudes of human resources Bima Hospital that has been formed is to work by prioritizing the process (process oriented) to get results (outcome oriented). In providing services, all their work activities must refer to the standard operational procedures (SOP) and documents of care of patients (COP).

The value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" also functions as a source of motivation. Therefore, for this function to run optimally, each team leader works at the Bima Hospital to carry out the following policies: (1) positioning each medical and non-medical personnel as needed human resources, (2) assuming importance and meaning for the existence of each medical personnel and non-medical. Recognition of their existence and status is the most important consideration, (3) realizing that someone's desire to be accepted by another party is very important so that everyone is loyal, motivated and sincerely carries out and completes the main tasks and functions, (4) asks for opinions and the advice of each medical and non-medical staff to feel valued when asked for their opinions and suggestions.

## Conclusion

The value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" has become a characteristic of the value of the organizational culture (characteristic value) of Bima Hospital. The value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" is referred to as the core value of Bima Hospital and is intrinsically guided. Therefore, the value of "*Toho Ra Ndai Sura Pa Dou Labo Dana*" has become a common basic assumption for all hospital medical and non-medical personnel.

## Ethic clearance

Taken from ethical committee/research letter from Faculty of Public Health Hasanuddin University – Makassar Indonesia No. 6481/UN4.14.8/TP.02.02/2019.

## Conflict of interest

The authors declare no conflict of interest.

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